

EUROPEAN NEWS

IFO report favours more expansionary measures by Bonn

BY ADRIAN DICKS

BONN, Feb. 21.

THE WEST GERMAN Government ought to be looking for ways in which to take further expansionary measures, and need not be too concerned at the possible impact on the price level, according to the latest analysis of the current situation by the IFO Economic Research Institute of Munich.

None the less, the Institute agrees with Ministers' recent claims that there is very little that the authorities can now do, over and above the series of stimulatory measures taken last year.

Although the IFO report does not differ substantially in its conclusions from current West German official thinking, it does stress heavily that the further stimulatory measures being pressed upon Bonn by other countries are not so much undesirable as impracticable. This is in contrast to the West German Government's argument that it has done at least its fair share—if not more—towards underpinning the international economic situation.

On the topic of Bonn's international responsibilities, the IFO writes that Germany's own growth prospects can only be

harmful if, as part of the effort to help other countries, it is forced to accept too high a rate of import growth.

Where the IFO analysis differs from current official thinking is in its acceptance of the desirability of taking fresh action to spur the modest growth expectations for this year. "The demand for further governmental action cannot be dismissed merely by the argument that a satisfactory situation cannot be reached in one jump, but that the important consideration is that the tendency should be in the right direction," the report says.

"However, the possibilities for a stronger pump-priming action this year are shown by further examination to be extraordinarily limited... monetary policy has beyond doubt reached the borders of what is acceptable without endangering the goal of long-term stability. The room for manoeuvre in financial policy is also extremely narrow, not only because the objective of consolidating the public finances should not be lost sight of, but also because in the short term there is a lack of concrete opportunities of expanding official outlays significantly any further than planned."

New strikes in printing row

BY OUR OWN CORRESPONDENT

BONN, Feb. 21.

SCATTERED STOPPAGES were once again reported in the West German newspaper industry today, as the printers' union, IG-Druck, and the employers each sought to step up psychological pressure on the other.

So far, however, the IG-Druck leadership has not announced any concerted response to the publishers' refusal to take up its offer of house negotiations on this year's wage claim and on the vexed issue of new printing technology.

Today's stoppages took the

form of brief protest strikes in several newspapers, and of a refusal by some compositors to set the text of an advertisement placed by the employers' federation.

The advertisement, which did appear in most newspapers this morning, appealed to IG-Druck leaders not to take action which might threaten jobs and lead the employers to declare a lockout.

IG-Druck has answered this with a pamphlet calling on the publishers to "put an end to polemics"—and to return to the negotiating table.

Norway wins oil platform contract

By Kevin Dore

THE CONTRACT to build the second concrete platform for the Statfjord Field, the biggest oil field yet discovered in the North Sea, has been awarded to Norwegian Contractors.

The platform, which is expected to cost some NK800m. (£177.3m.), is scheduled for tow-out to the Statfjord Field in the Norwegian sector of the North Sea in 1981.

The order, which has been delayed for many months because of doubts over the safety of the design first proposed by the Statfjord group, will come as a major boost to the offshore construction industry in Norway.

Originally, the Norwegian Petroleum Directorate wanted two platforms to be built, one for accommodation and one for drilling and production. But late last year it agreed to allow the crew's quarters to be included in the single platform in view of design changes made to increase safety.

The Statfjord B platform will be a four-legged concrete platform of the Condeep design, with a production capacity of about 150,000 barrels a day (equivalent to 7 to 8 m. tonnes a year). The concrete structure will be the biggest ever built in Norway.

Norwegian Contractors, which will build the platform at its yard in Stavanger, has already built nine platforms for the North Sea, including Statfjord A. It currently has a workforce of about 230 working on the C platform for the Brent Field in the U.K. sector. But when work reaches a peak on Statfjord B the workforce will build up to more than 500.

About 12 per cent of the Statfjord Field's estimated recoverable reserves of more than 3.1 bn. barrels are located in the U.K. sector of the North Sea, and last week Dr. Dickson, the Minister of State for Energy, visited Oslo to discuss possible orders for the British offshore industry. He was told by Mr. Bjartmar Gerde, the Norwegian Energy Minister, that U.K. companies would have a clear opportunity to bid in fair competition with other contractors for module and other work on the B platform.

The Norwegians are still keeping an open mind on whether the third platform for the field will be made of concrete or steel. The field is expected to start initial production in the second half of 1979, and will bring a welcome, if belated, boost to Norway's flagging economy.

The Statfjord group, for which Mobil is the operator, comprises Statoil 44.4 per cent, Mobil 13.3 per cent, Conoco Norway 9.9 per cent, Esso 8.9 per cent, Shell 8.9 per cent, British National Oil Corporation 3.7 per cent, Conoco North Sea 3.7 per cent, Gulf 3.7 per cent, Amstar 0.9 per cent, Amoco 0.9 per cent, and Texas Eastern 0.9 per cent.

Kekkonen calls for new coalition soon

HELSINKI, Feb. 21.

PRESIDENT Urho Kekkonen of Finland today asked the outgoing Prime Minister Mr. Kalevi Sorsa to try to form a new five-party coalition of the Center and Left within a week.

The Social Democratic Premier met the President after all the five parties in his coalition, which has been working as a caretaker Cabinet since it resigned last week agreed that the five-party basis was still the best.

Mr. Sorsa said that Mr. Kekkonen had asked him to ensure that the new Cabinet could take office on March 1, when the President is to start his fifth term in office.

Turkey expects to resume IMF talks within two weeks

BY METIN MUNIR

MR. BULENT ECEVIT'S new Government will complete its programme of economic austerity measures and renew dialogue with the International Monetary Fund (IMF) within at most a fortnight, a senior official told the Financial Times here today.

Both international banks and states which have large stakes in Turkey have been impatiently waiting for Ankara to sign an agreement with the IMF to come forward to extricate Turkey from the gravest economic crisis in its history. They consider a Turkey-IMF agreement a pre-

requisite for advancing new loans to Ankara.

The dialogue between Turkey and the IMF, initiated last autumn, had been suspended due to the government change. On January 1, Mr. Ecevit replaced Mr. Suleyman Demirel's coalition after defeating it at a vote of confidence in the National Assembly.

The senior official said that the dialogue would be resumed after Turkey completed its austerity programme. "Within a fortnight at most negotiations with the IMF will start," he said. "All measures will have been taken by then." A letter of

intent would be signed soon afterwards.

The new measures will include a devaluation of the Turkish lira, well-informed sources said. Economists argue that the rate should be between 20 and 30 per cent.

Among other measures interest rates will be raised to encourage savings and bank loans tightened in order to fight inflation, the official said. These measures will supplement the number of others that were unveiled peacefully since the inception of the IMF dialogue. Most important among these have been the limitation of budgetary spending and the in-

port programme to levels recommended by the IMF.

If the talks with the IMF are successful, a consortium of major banks in the U.S., West Germany and Switzerland will syndicate a loan of \$1 bn. so that Ankara can manage short-term debts totalling just under \$2 bn. Turkey has defaulted on more than \$400m. of these and has been unable to pay for a large portion of its 1977 imports, estimated at \$1.5 bn.

Libyan Prime Minister Abdel Salam Jalloud is to start an unexpected two-day visit to Turkey tomorrow on his way home from his Moscow talks. Turkey and Libya agreed during a

visit by the Libyan leader more than two years ago to undertake a number of major economic projects which did not come to fruition. Turkey, according to diplomatic sources, will attempt to revive these. But more urgently, Turkey will try to arrange easier terms of payment for its crude oil purchases from Libya, its second biggest supplier. Libya will try to rally Turkey's support for the rejection of Egypt's recent overtures to Israel.

Talks will start at the technical level in Ankara tomorrow between Turkey and the U.S. or a broad range of topics.

Dutch plan for inflation

By Charles Batchelor

THE HAGUE, Feb. 21.

HOLLAND will introduce a simplified form of inflation relief this year in preparation for a complete system of inflation accounting. Providing Parliament approves the plan, it is likely to take full effect in 1983, according to a report released today.

The immediate impact of the introduction of inflation accounting will be to reduce company profits and the levels of tax relief house-buyers can claim on a mortgage. However, in the longer term, the advantages and the serious distortions caused by inflation on the tax system will be eliminated, the architect of the plan, Professor H. J. Hofstra said.

Two immediate measures, reducing the Government's 1978 tax income by Fls.1.1bn., will be introduced to lessen the impact of inflation. Finance Minister Dr. Frans Andriess said. Three per cent of a company's profit and between 1 and 12 per cent of its equity capital will be exempt of tax. In the private sphere the first Fl.200 of income from interest on investments will be tax-free.

The 350-page "Hofstra Report," which was commissioned by Dr. Andriess's predecessor Dr. Wim Duisenberg in 1975, recommends that measures which reduce the amount of tax to be paid can start this year while those which increase taxes may not begin before 1979. A total change-over period of about five years is foreseen. Inflation accounting is unlikely to reach the statute book before the second half of 1978 after consultations with employers, unions and other interested groups.

The basic aim of inflation accounting is to remove increases in profits and in a company's assets which are due solely to inflation. Since the turnover of a company's stocks is far quicker than that of machinery or property, the system has been constructed so as to only take account of "apparent" profits in the year in which they are made. Assets funded by borrowed capital will not be eligible for inflation correction.

Income from shares will be liable for tax as now but the value of a company's equity will be adjusted to take account of inflation. If the company is liquidated, any payment to shareholders would qualify for tax exemption in so far as it was caused by inflation.

Income from interest on investments would be made eligible for tax-exemption in relation to the level of inflation. At 2 per cent, inflation, 20 per cent of interest income would be tax-exempt and at between 6 and 8 per cent, inflation, half of the income would be exempt of tax.

Higher investment in EEC forecast

BRUSSELS, Feb. 21.

LEADING industrialists in the Common Market expect EEC investment as a whole to expand by around 11.6 per cent this year, against 10.3 per cent in 1977, the EEC Commission said today.

The Commission said that investment growth in money terms should accelerate in Belgium, Ireland and Britain. It is likely to remain unchanged in West Germany and France and should slow down in the Netherlands and Luxembourg.

The basic industries, mechanical and electrical engineering and the manufacturing industries are those in which the investment climate is most likely to show an improvement, the Commission added.

At national level the sectors expected to benefit most are the basic industries in France, Britain and Luxembourg, the metal-producing industry in Italy and the Netherlands, mechanical and electrical engineering in Britain, Italy and Ireland, manufacturing industries in Britain, West Germany and Ireland and the extractive industries in Italy and Ireland.

On industrial production, the Commission said that the upward

tendency should be maintained or may even gather momentum in the months ahead.

EEC industrial production grew by an estimated 2 per cent annually in the fourth quarter of 1977 after slackening in the second and third quarters of last year, the report said. It added that the improvement was probably due to a slight upturn in private consumption and to the fact that the decline in demand for intermediate goods was arrested.

A review of the economic situation in the EEC carried out by Economics and Finance Ministers at a meeting in Brussels on Monday confirmed the wide belief that the current upturn is not strong enough for the Community to attain a targeted 4.5 per cent growth rate in 1978.

The Ministers instructed the Commission to draft proposals for pushing the growth in the EEC's overall gross national product (GNP) about one percentage point from currently expected 3.5 per cent, at least. These proposals are to be ready for the next Ministerial meeting on March 20. Agencies

Commission approves trademark agreements

BY MARGARET VAN HATTEM

BRUSSELS, Feb. 21.

THE EUROPEAN Commission has approved three agreements restricting the use of trademarks in a series of agreements whereby in some cases such agreements are consistent with EEC rules on free competition.

The first case concerns an agreement between Henkel Düsseldorf and Unilever NV, Rotterdam, to use red and green lettering respectively in their use of the Persil trademark for washing powder.

Henkel, which owns the trademark in West Germany, the Benelux countries, Italy and Denmark, and Unilever which owns it in the U.K. and France, had agreed in 1975 to co-operate in preventing sale of their own products in each other's territory. This was aimed specifically at preventing a flow of the cheaper British Persil into Germany, and of Belgian and Luxembourg Persil into France.

But the Commission found that this form of geographical market-sharing violated rules on competition and opened proceedings against the two companies.

The two have now agreed to a free flow throughout the Community of each other's products, on the grounds that the different colours will clarify for the consumer any differences between them. The commission has also dropped proceedings, saying that concerted marketing practices between different producers are

permissible if they do not impede the free flow of goods.

The Commission also approved a series of agreements whereby Davide Campari-Milano SPA granted exclusive trademark licences for producers of bitter Campari in Benelux, Germany, France and Denmark.

Clauses in the agreements prohibit licences from business in competing products and from pursuing active sales policies outside their own countries.

Andreotti in deficit talks

By Dominick J. Coyle

ROME, Feb. 21.

SIG. GIULIO ANDREOTTI, Italy's Prime Minister-designate, met here again today with experts of the main opposition parties, including the Communists, to try to agree on ways to hold the enlarged public sector deficit in the current year to a ceiling of L.24,000,000,000 (£15 bn.).

This is the upper limit said to be acceptable to the International Monetary Fund (IMF), although it is more than half as much again as the ceiling for 1978 agreed with the Fund last April when Italy negotiated a further IMF drawing.

On the basis of unchanged plans, the deficit this year is set provisionally at some L.32,000,000,000, leaving Sig. Andreotti to try to secure a party agreement on a combination of spending cuts and new taxation equivalent to some £3 bn. Increases in both direct and indirect taxes are envisaged.

Political difficulties on the formation of a new government have been set aside temporarily, and by general agreement between the main parties in order to determine initially whether there is a basis for co-operation on the details of an economic programme.

Apart from containing the public sector deficit this year, it is thought that such a programme would include guidelines on incomes policies so that Italian unit wage costs "would be maintained within the EEC average," according to Sig. Andreotti.

The Prime Minister-designate wants the main opposition parties, but particularly the Communist Party, to be associated directly with whatever austerity measures are to be taken by the new government. The primary objective of the Communist leadership remains securing the party's inclusion in the parliamentary majority supporting the new government.

Christian Democrats, Democri and Socialists are likely to meet towards the week-end to consider their position and, presumably, to hear the recommendations of their party's top leaders.

West draft rejected at Belgrade

BELGRADE, Feb. 21.

THE SOVIET UNION today rejected as completely unacceptable a tough Western draft of a final declaration for the European Security Conference, containing detailed proposals on human rights.

The 22-page Western proposal was supported by all members of Nato except France, which tabled its own version earlier this week. The chief Soviet delegate, Mr. Yuriy Vysotsky, speaking at a plenary session of the conference, declared that he was not even prepared to consider the document, presented today.

Mr. Vysotsky said it represented an attempt to revise the 1975 Helsinki accord. The East-West détente, which this conference is reviewing, it also amounted to an attempt to interfere in the internal affairs of Soviet bloc countries. "If we were to accept this draft, it would put the question of human rights in a position where it has not been achieved so far," he said.

The conference, due to open by mid-February and now running out of time, has remained stalled since its 1975 stage opened on January 17.

Western and Eastern delegates as well as the group of non-aligned countries said the conference now appeared almost certain to end with a short communiqué, containing little more than an agreement to meet again in Madrid in two years.

The West has insisted throughout the marathon conference, which opened in June that the 35 countries should wind up their talks with document thoroughly assessing progress, or lack of it, in Helsinki and containing firm measures to improve implementation of the Helsinki pledge.

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Spain's overseas borrowing need may top \$3.2bn.

MADRID, Feb. 21. — Until now, Spain has floated only one bond, in Japan, and used syndicated loans for most of its foreign fund-raising. Mr. de Renedes said Spain is likely to float its first bond this year, around May, in Japan. This will probably be for between \$60m. and \$70m., he added.

He said the country is in a good position to raise money abroad and the increased liquidity of the international bond markets in the last year has made them attractive.

"We think we will be active in the international markets in the next few years and we should establish the name of the kingdom of Spain," he said.

The Spanish state rail company RENFE is due to issue a bond in Japan within the next few weeks, Mr. de Renedes noted.

In the second half of 1978 Spain will return to syndicated loans for part of its international finance, he added, although he could not say how much it would require.

Other foreign finance could be in the form of export credits, bilateral arrangements with foreign governments and from the International Monetary Fund. The IMF earlier this month approved a \$175m. standby credit and a further \$125m. to help boost Spain's export programme.

ing Olav visits Lisbon

LISBON, Feb. 21. — OLAV of Norway, accompanied by Mr. Kaut Frydenlund, reigned Minister, arrived today on a three-day official visit to consolidate the ties between his country and Portugal.

Olav was one of the first European countries to establish a firm commercial and links with Portugal following the military coup in 1974, and King Olav first visited Western European State to visit since then. He has channelled considerable economic aid to Portugal since 1974, contributing £2.5m. to a common fund to support small and medium industrial projects. It has agreed \$10m. as part of a

France, U.K. discuss industrial co-operation

By David White

PARIS, Feb. 21. — MEASURES to increase industrial co-operation between France and Britain—one of the main subjects pressed during Anglo-French summit talks at Chequers before Christmas—were proposed here by Mr. Eric Varley, Industry Secretary, during talks with French Government and industry leaders.

Mr. Varley received a positive French reaction to the idea of an industrial conference, widening the scope of the work undertaken by the two countries' new Industrial Co-operation Committee, which held its first meeting in Paris yesterday.

Intensified collaboration in aircraft was discussed today in meetings with the heads of SNECMA, the French aircraft engine manufacturer, and Aerospatiale, the French manufacturing partner of Concorde.

Collaboration

In an address to the British Chamber of Commerce in Paris this evening, Mr. Varley emphasised that any future collaboration in the field "must have sound commercial prospects"—a concern that has been causing some heart-searching in the French Government in recent days, following technical and operating difficulties with Concorde.

The two industry Ministers were also understood to have discussed the proposed cross-Channel electricity cable and the dovetailing of the French and British computer industries.

The common problems of depressed industries in France and Britain—including steel, textiles, and shipbuilding—were also on Mr. Varley's agenda, as were the topics studied in detail yesterday by the Industrial Co-operation Committee, especially machine tools, pulp and paper, and offshore oil technology.

Mr. Varley urged a build-up of French capital investment in Britain, which at around \$632m. was barely a third of Britain's \$460m. investment in France. The British proposal for a co-operation conference envisaged an experimental first meeting organised in the U.K., possibly becoming a regular fixture between industrialists of the two countries.



M. Barre at a news conference: avuncular indulgence and reproachful politeness.

RAYMOND BARRE

The masterly man in the middle

BY DAVID CURRY IN PARIS

THERE ARE those people who sit on a chair and those who sit in them. Raymond Barre, at 53 years of age the first non-Gaullist Prime Minister of France in the Fifth Republic, falls indisputably into the latter category. He positively fills his chair.

His shape certainly helps. "I am a square man in a round body," he cheerfully remarks while explaining his more serious beliefs in the sound principles of a firm currency, trade surplus and balanced budget.

On television he fills the screen. He is a polished performer. Relaxed, speaking deliberately, sapper-waggling, infinitely reasonable, this former economics professor seems to be giving the whole nation a private tutorial. The questions of his interviewers, over-earnest and over-rapid, which they try to slip through the undulating cadences of the Barre exposition, he treats with an avuncular indulgence and reproachful politeness.

With a taste for the sort of patterned ties that President Valéry Giscard d'Estaing would not permit on the premises, and frequently attesting his faith in the fundamental good sense of the French citizen, Raymond Barre radiates solid reliability.

Solid reliability is his election motto. His posters, in mustard yellow, proclaim "Barre-confidence" (You can depend on Barre), and his symbol is a

mighty tree superimposed on the map of France.

For M. Barre is fighting his own election campaign almost as a one-man party. He has refused, reportedly to the great displeasure of the Elysée to put himself at the head of the brittle and improvised alliance of the Centre radicals and republicans fighting the election as the Union for French Democracy, arguing that his constitutional role is above factional politics. Instead, he has insisted on supporting candidates who have invited his aid from whichever section of the majority coalition they belong.

The Prime Minister's emergence as a political force is not sudden. The turning point probably came last spring when M. Barre decisively bettered the Socialist leader, M. Francois Mitterrand, in a television debate in which the latter had been odds-on to win. Almost overnight, the political amateur gained weight.

Before that, since his appointment in August, 1976, M. Barre had been the nut between the avil of a President losing esteem but exercising all the concentrated powers of that office, and the hammer of a Gaullist party on which he was dependent for good three-years' austerity, made him appear to be the one man in France who was not campaigning, was sending the fiery cross And, of course, the break-up of the Union of the Left last September suddenly made it seem that all was still to play for.

clear that he thought that M. Barre was no more than the governmental caretaker while the party politicians fought the election.

M. Barre's escape from the impotence of being a Prime Minister without a party was due to two factors: first of all it was

However, it is wise not to exaggerate M. Barre's authority. He is essentially still one-dimensional, identified in the public mind with an economic programme. And he is still a man without a coherent party following. The Centre parties, true, look to President Giscard d'Estaing as their chairman and to M. Barre as the works manager, but the Centre lacks either a coherent philosophy and, still more, a coherent national organisation, and it would be a brave man who sacrificed his quasi-autonomy to put himself at the head of reserve troops.

What of his future? The opinion polls still make it possible that M. Barre will be one of the last Prime Ministers of the Fifth Republic, the Neck of the Ancient Regime. Even if the Government wins, it is by no means certain that M. Barre will be chosen by President Giscard d'Estaing as the man to relaunch his advanced liberal society, even if he does get a few more months to finish off the economic recovery programme.

On the other hand, it is not unusual to hear the hope expressed by those who despair of the indecisive manner of President Giscard d'Estaing, and fear the abrasive ambition of M. Chirac that M. Barre might one day be President of the Republic.

Whether he would want to be remains uncertain.

THE FRENCH ELECTIONS

Danish payments deficit reduced

Denmark's current balance-of-payments deficit, according to the official figures published by the Bureau of Statistics, fell from Kr.11.5bn. (about £1.05bn.) in 1976 to Kr.9.87bn. (about £900m.) last year. Hilary Barnes writes from Copenhagen that this is well below the central bank's figure published last week based on registered payments to and from abroad which showed a deficit of Kr.12.4bn.

The official figure, covering movement of goods across frontiers, is in line with the Government's forecast for the deficit. The final-quarter deficit was Kr.2.27bn., compared with Kr.2.3bn. in the third quarter and Kr.2.0bn. in the final quarter of 1976.

Venice newspaper bomb kills employee

A time bomb exploded early yesterday in Venice outside an office of the newspaper Il Gazzettino, killing a watchman, police said. Reuter reports that Six. Franco Battaglini, 49, was leaving the office when the bomb exploded by the front door. He caught the full blast of the bomb. An unidentified telephone caller claimed that the outlawed neo-Fascist group New Order was responsible.

Dissident arrested

A member of the dissident Ukrainian Helsinki Monitoring Group has been arrested and faces up to two years in a labour camp. Nobel Peace Prize winner Andrei Sakharov said in Moscow yesterday. Reuter reports that he said that Mr. Pyotr Vinnitsky, the son of an imprisoned religious leader, is the 18th Helsinki activist arrested or tried in about a year.

Space talks delayed

A meeting of the European Space Agency due to start in Paris yesterday to discuss the agency's budget has been postponed for a week because of a West German Cabinet reshuffle, agency officials told Reuter. The meeting will now take place next Tuesday and Wednesday after the West German delegation has been briefed by its new Research and Technology Minister, Herr Volker

Ex-Nazi sentenced

A Lithuanian who took part in the wartime killings of 100,000 people at a Nazi extermination camp has been sentenced to death by a Lithuanian Supreme Court. Reuter reports from Moscow. Witnesses said the accused, Vincas Sauskis, displayed "particular zeal" during mass shootings.

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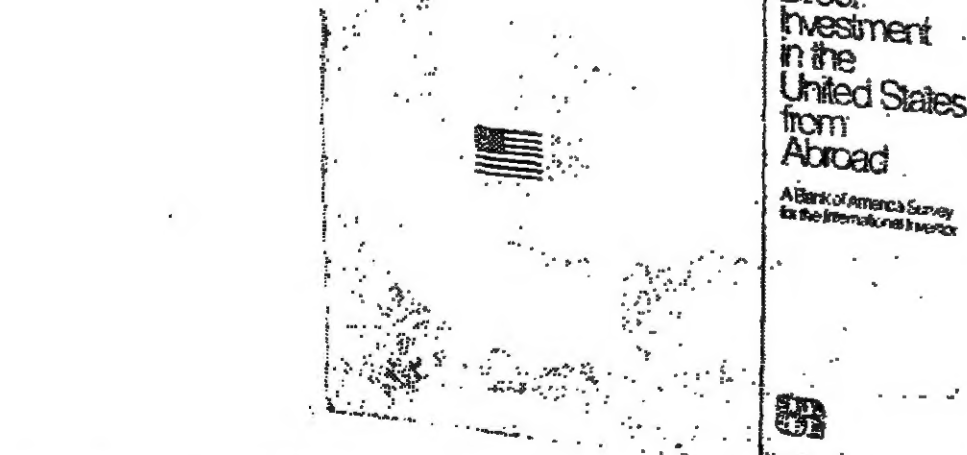
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AMERICAN NEWS

Coal companies ready to resume talks with union

BY JOHN WYLES

SOME SMALL shred of hope of a negotiated end to the protracted strike by coal miners in the U.S. remained late today after the employers declared that they were ready for a prompt resumption of talks with the United Mine Workers' union.

With the Carter administration warning that only a few days remain before it must try to force a break in the deadlock, the Bituminous Coal Operators' Association (BCOA) affirmed its belief in free collective bargaining, but rejected suggestions that it should adopt as the basis for fresh talks an agreement reached at the end of last week between the union and a non-member of the association, the Pittsburgh and Midway Mining Company.

This settlement has been approved by the union bargaining council (in contrast to its rejection of the BCOA proposals on wages and other benefits) and its very existence puts increased pressure on the BCOA. At the least, the Pittsburgh and Midway settlement underlines the difficulty which the coal employers will have in retaining their original proposals aimed at punishing unofficial strikers and raising productivity.

The Labour Secretary, Mr. Ray Marshall, was meeting the two sides this evening and it is expected that negotiations will be resumed tomorrow. But BCOA companies, which have been subjected to strikes more often than has P and M, may be reluctant to make more concessions to the union, in spite of the heavy pressure they are likely to come under from the Carter Administration.

However, yesterday it emerged that the U.S. labour movement would not oppose any attempt to end the 11-week strike which involved the Federal government taking over the mines or invoking the Taft-Hartley Act. These are two of the options

NEW YORK, Feb. 21.

being considered by President Carter. Qualified approval for a radical attack on the deadlock came from Mr. George Meany, president of the American Federation of Labour-Congress of Industrial Organizations.

With the strike threatening to cause lay-offs of more union members in the mid-west and the east, labour leaders are increasingly concerned. The latest indications are that the White House will hold off for a few more days before trying to force a return to work.

Mr. Meany said that he would prefer to see the government seizing the mines and then laying down "conditions that the miners can accept." Acknowledging that Mr. Carter could order a return to work for 80 days under the Taft-Hartley Act, Mr. Meany recalled labour's dislike of this legislation. But Taft-Hartley was "part of the law of the land."

Over the last two days, President Carter has been discussing his options with Congressional leaders and none have expressed any enthusiasm for seizing the mines—a move which would require special legislation.

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Atlantic oil drilling go-ahead

BY OUR OWN CORRESPONDENT

THE U.S. Supreme Court today in effect gave the go-ahead for long-delayed drilling for oil and gas to start in large tracts off the Atlantic coast.

The court rejected appeals by citizens' groups and environmentalists from Delaware, New York and New Jersey who had, with some success, taken legal action to prevent exploitation of the 867,000-acre area of the sea bed known as the Baltimore Canyon.

In a public auction in August, 1976, the U.S. had sold for more than \$100 million the right to drill for oil off the Atlantic coast. That sale had only gone through after intense legal activity immediately preceding it.

Last February, however, a U.S. district court judge ruled the lease sale null and void, largely because of deficiencies in the Environmental Impact Statement issued by the Government in con-

junction with the lease sale. But his ruling was subsequently overturned by an appeals court, whose verdict was in turn taken to the Supreme Court.

The Carter Administration has supported the off-shore exploration, as has the oil industry, although, in acknowledgement of environmentalist arguments, it has promised to press for tighter safety procedures designed to minimise the risk of oil leaks before production starts.

Other objections raised in day were that Saudi Arabia might make available its F-15 to Egypt in the event of another war in the area. (Mr. Menahem Begin, the Israeli Prime Minister, alluded to a possibility in a week-end television interview here) and the announcement of the sale came at a delicate time for the Middle East peace negotiations and might therefore have been a criticism to which D Henry Kissinger, the former Secretary of State, has alluded himself.

Mr. Vance today argued that the sales would give the two countries concerned the confidence to proceed in negotiations. He said that U.S. was not intending to put extra pressure on Israel, selling arms to the Arabs, he stated, that Saudi Arabia accepted that it would not be able to transfer its U.S. arms to another country without U.S. permission.

In practice, either claim of Congress has up to 50 days from the day in which a request covering the sales is formally submitted, in veto or part, by muster a simple majority.

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Chicago pollution plan in trouble

BY JOHN LEECH

A PROJECT to solve the water pollution and flood control problems of Chicago, at a cost of \$7.3bn, and with a network of huge sewage tunnels, is going down the drain amid accusations of bribery, corruption and engineering overkill.

The federal government is hoping to scupper the scheme by refusing to finance the second stage, without which the scheme would be virtually useless, despite the fact that it has agreed to finance 75 per cent of the first phase.

And today in Chicago, the Better Government Association watchdog over city spending, has called for a Congressional enquiry, after alleging that the main contracting companies have paid more than \$150,000 into the

political campaign coffers of the late mayor Richard Daley and the present mayor, Mr. Michael Bilandic.

More than \$700m. has already been spent on the project, and a further \$1bn is needed to complete what is under construction.

The scheme, known as the Tunnel and Reservoir Plan (TARP) contract calls for 132 miles of tunnels to be dug 200 feet under the city to connect 52 communities with three huge underground sewage treatment plants. It was conceived by the Chicago Metropolitan Michigan Commissioners as the answer to flooding and pollution problems in sewer pipes which cannot cope with flood water after heavy rains.

This particular grandiose

scheme was born out of the Second City neurosis of Chicago. Now it is beginning to appear that, with only stage one completed, the city will end up with more rather than less pollution problems.

The Better Government Association wants the scheme stopped before more money is wasted. It claims that the president of the city Sanitary Commission Mr. Nicholas Melas, is one of the beneficiaries of the financial kick-backs, and that the commissioners have awarded for consultation work more than \$70m. worth of contracts which were not put out to tender. The beneficiaries of these include two former sanitary commission officials and a former federal prosecutor.

The U.S. Gross National Product (GNP) grew at a real annual rate of only 4 per cent. In the final quarter of last year, according to revised figures issued today by the Commerce Department, which had originally estimated a 4.2 per cent advance.

The downward revision resulted mainly from the worsening U.S. balance of trade, which was in deficit by \$7.7bn in the final three months of 1977. Exports in the fourth quarter

turned out to be \$4.3bn, 7 per cent lower than in the third quarter. The principal reason for the overall decline in growth in last three months remains, even the much slower rate of inventory accumulation, which dropped from an annual rate of over \$23bn in the quarter to just over \$18bn in the fourth.

The revised figures mean for the year as a whole the economy expanded at 3.2 per cent, down from 3.7 per cent in 1976.

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APPOINTMENTS

Lloyds Bank Group chief executive

Norman Jones, now deputy chief executive, is to become chief executive of the LLOYDS BANK GROUP when Mr. Peter Fisher takes over on September 30.

Mr. Fisher, who will remain a director of the bank, became its group chief executive in 1976, being promoted from chief executive of the bank's internal and domestic activities. Jones was appointed to the post of deputy group chief executive in 1976, having previously been an assistant chief manager of Lloyds Bank special responsibility for co-ordination. He is a director of the Board and a director of Lloyds Bank plc and of the National of New Zealand.

J. Michael Totterdell has been appointed executive director of ST. JOHN HOLT AND SONS, a company which provides safety training. Mr. Totterdell was previously group managing director of Laing and Son.

Andrew Welch takes over as director of the Arts Centre, BRISTOL, at the end of this month. He comes from London, where he was director of drama officer of the British Council, organising and directing tours overseas.

Bill Murray has been appointed as Laxborth's director of housing and property services. Murray is at present housing director for the London Borough of Lambeth and will be taking up his post in May.

Ian M. Clubb, managing director of Thomson North Sea, has been appointed to the executive Board of THE THOMSON ORGANISATION on 1. Mr. Alastair Dunnett is the executive Board but continues as chairman of Thomson North Sea and the other oil companies.

G. Hedgecock vacates the post as managing director of Thomson Yellow Pages for an appointment within the organisation to future development. He is a member of the Thomson Board. Mr. R. L. Eyre, sales director of Thomson Yellow Pages, is appointed managing director of Thomson Yellow Pages. Mr. W. C. Golding is in.

Mr. Hamill will be responsible for a newly-created service of The Thomson Organisation which will be concerned with the group's interests in and will develop certain related services. Mr. Hamill is a member of the executive Board of The Thomson Organisation.

Mr. Llewellyn will hand the chairmanship of the Thomson Organisation to Mr. John Llewellyn, who becomes chairman and managing director. Mr. Llewellyn is managing director of Thomson Organisation and is a member of the Thomson Board.

Mr. Watson has been appointed as director of Scottish Airports. Mr. Watson is in succession to Mr. J. Camacho, who will be retiring to London from his post as director of the airport services director.

Mr. Norman Watson has been appointed as director of the INSTITUTE OF EUROPEAN STUDIES, with the title and status of Professor, from October 1. Dr. Watson is managing director of the Institute of European Studies and its subsidiaries from 1968-77.

Mr. F. A. G. Schoenberg, of the Supervisory Board, is appointed as director of the RETIREMENT ASSOCIATION, succeeding Mr. Fred Kemp.

SCANDINAVIA BANK has announced the appointment of Mr. L. I. Foscock as regional director and representative for its new representative office in Singapore.

Mr. Barrie Bedford has been appointed director and general manager of NORTH ROAD FOUNDRY (FERRYBRIDGE), a subsidiary of Dorada Engineering, which is part of Dorada Holdings. Mr. Bedford recently returned from South Africa where he managed a foundry in Port Elizabeth. He was previously executive director and general manager of Yate Foundry.

Mr. Gareth Jones has been appointed managing director of UNIVERSAL GRINDING WHEELS, a subsidiary of the LUKAS SPENCER COMPANY from March 1. Formerly director and general manager (U.K. operations), Mr. Jones's appointment follows the increasing involvement of Mr. Terry Peterson, chief executive of the Unicorn Group's grinding wheel division, in the company's overseas activities.

Mr. Norrie McBride has been appointed to the Board of ENTOUR-CAS, a subsidiary of Crest Nicholson, as financial director. Mr. Res Nicholson, at present managing director of Osborn Mushet Tools, has been appointed to the Board of the parent company, SAMUEL OSBORN AND COMPANY.

CLYDESDALE BANK, from March 1, Mr. David Hay, an assistant general manager, is to be a general manager. Mr. Robert A. Laurence, at present manager, chief office, Dundee, and Mr. A. Richard Cole-Hamilton, head office manager, will become assistant general managers. Mr. David Young, presently a general manager's assistant, will be head office manager. Mr. David R. Robertson and Mr. Robert C. Legge, both presently superintendents of branches, become general managers' assistants, and Mr. Scott M. Pirie, presently manager of the Bank's Peterhead branch, is to be manager, chief office, Dundee.

Mr. J. A. Stevenson, general manager of Lincolnshire Road Car and Mr. M. J. Warren, general director, Mr. J. A. Stevenson, to be a bus adviser from April 1. Mr. Peter Scully, whose secondment to the Department ends on March 31, is appointed operational development executive at National Bus Company. Mr. Scully was previously general manager of resident and managing Alder-Valley Services.

Deputy chairman for Stock Exchange

By Margaret Reid

MR. GEORGE NISSEN, a partner in the stockbroking firm of Pember and Boyle, is to become one of the London Stock Exchange's deputy chairmen in June. He will succeed Mr. John Powell, 63, who was elected in 1976 for two years.

The change will continue the usual practice of having one broker and one jobber as deputy chairmen. Mr. John Robertson, 43, a partner in jobbers Wedd, Durlacher, Mordaunt, was also elected in 1976.

Mr. Robertson is expected to continue for a further year so that he will serve for the usual three years before becoming Wedd's senior partner in succession to Mr. Dick Wilkins in 1979.

Mr. Nissen, 47, has played a substantial part already in the Government of the Stock Exchange. He was elected to the council in 1973 and is vice-chairman of the quotations and the information and communications committees.

He also serves on the committee preparing the Exchange's evidence to the Wilson Committee on Financial Institutions and is the Exchange's representative of the Inflation Accounting Steering Group, often known as the Morpeth Committee.

Mr. Nissen succeeds president Mr. G. C. Machado, who remains with the airline in a consultative capacity until September. Mr. Richardson, who joined Air Jamaica in May 1977, had been general manager, cargo services, for Air Canada since 1974.

Mr. Keith Rhys-Jones, general manager of Cape Insulation's Glenrobin factory, has been appointed chairman of the PHENOLIC FOAM MANUFACTURERS' ASSOCIATION. Mr. Rhys-Jones, managing director of Plaschem, becomes deputy chairman, and Dr. Allan Barrett, of Lankro Chemicals, continues as secretary to the Association.

Mr. J. A. Thorpe has joined the Board of F. W. THORPE.

Mr. George E. Holmes has been appointed director of the NATIONAL DAIRY COUNCIL in succession to Mr. W. G. Speakman, who retired in March. Mr. Holmes, who will join the Council in April, is at present sales director of the North Thames Gas Board.

Dr. A. G. Lammam has been appointed director of the INSTITUTE OF EUROPEAN STUDIES, with the title and status of Professor, from October 1. Dr. Lammam is managing director of the Institute of European Studies and its subsidiaries from 1968-77.

Mr. W. R. R. Bruce has been appointed director of the RETIREMENT ASSOCIATION, succeeding Mr. Fred Kemp.



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Like the time one of our mechanics and service agents put in a non-stop, 28 1/2 hour stint. They had to get 43 estate cars ready at short notice for a party of Canadian golfers. And all after a normal 9a.m.-5p.m. shift.

Like the time one of our service agents went out to a couple on his Saturday night off. The steering lock on their Avis car jammed. He fixed it and they were able to make the theatre on time.

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HOMIE NEWS

LABOUR NEWS

Noisy night flights to be phased out

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE GOVERNMENT intends progressively to reduce the number of flights by noisy aircraft at Heathrow and Gatwick over the next two years, while allowing flights by quieter aircraft to increase slightly.

The effect of this policy, announced by the Government yesterday, will be to end, by 1987, there will be no flights at these airports by such aircraft as Boeing 707s, DC-8s and VC-10s, but rather more flights by such aircraft as TriStars and A-300s.

Details of the policy, given in the recent White Paper on airports, said that the Government will not transfer of night jet noise nuisance to Stansted or Luton.

Noisy aircraft movements at Stansted will also be phased out over the next ten years. I expect Luton Corporation to introduce restrictions at Luton Airport similar to those at Heathrow and Gatwick.

The plan now is to cut the number of noisy jet movements at night in summer at Heathrow from this year's level of 2,000 to 200 a year until 1986, when there will be 400, and then cut them out entirely from 1987.

For the winter at Heathrow, they will be cut by 200 a year from the present 1,800 to reach zero by 1987.

At Gatwick, the cuts will be broadly similar. From the present 2,500 in summer and 1,250 in winter to nil by 1987.

At the same time, however, there will be increases in the permitted night movements of the quieter jets, at least until 1981, when the results of a new Government survey on "aircraft noise and sleep disturbance" become available. At that time, the situation as far as the quieter jets is concerned will be reviewed.

But up till 1981, the aim is to permit the present summer totals of quiet jet movements of 1,700 at Heathrow and 3,100 at Gatwick to rise to 2,300 and 4,000 respectively. The winter totals will rise from the present 1,400 at Heathrow and 1,700 at Gatwick to 1,800 and 2,000.

Although described as "movement" the figures cover both landings and take-offs, and it is up to the airlines to decide how these quotas are divided among them.

Whether an aircraft qualifies as noisy or quiet is decided on the basis of a formula devised by the Department of Trade—the noise it makes within the 95 Perceived Noise Decibel (PNdB) contour when operating at maximum weight. This is the level below which, on evidence now available, an aircraft is not likely to awaken the average person.

A major aspect of the Government's sleep disturbance research programme will be to measure this. The criteria are stringent—the 95 PNdB contour covers four square miles on take-off and 2.5 square miles on landing—and only the most modern aircraft are likely to meet them.

No early answer to commuter problems

BY LYNTON McLAINE, INDUSTRIAL STAFF

A SOLUTION in commuting problems in London may not emerge until the 1990s, said Mr. Peter Parker, chairman of the British Railways Board, in London yesterday.

He was speaking at a City of Westminster Chamber of Commerce lunch.

Mr. Parker said nearly 40 per cent of the 1m travelling into London daily used British Rail, 32 per cent London Transport, 14 per cent bus and 17 per cent car.

The railways' problem was that 250,000 of its passengers into London travelled between 8.15 and 9.15 am. For the rest of the day up to 4 pm, the Southern system in particular was "hopelessly over-provided for and under-used".

London and the South-East contributed £270m. to British Rail's revenue of £384m. a year. Of this, £322m. went on direct

Rate aid for cost of snow clearing

By Christopher Dunn

LOCAL AUTHORITIES in the South-East may have to pay only the product of a penny rate toward the emergency operations, Mr. Dennis Howell, Minister for the Environment and responsible for co-ordinating Government help, said in Tauxton yesterday.

"This is the sort of formula I have discussed with the local authorities, and the sort of formula that they think reasonable," he said. But he could not estimate the total cost of the operation until all the snow had been cleared.

A similar compensation formula was agreed between local councils and central Government after flooding in January on the East Coast.

The Government was still not committed to anything, officials in London stressed. Talks on money had not started. The important thing was to get on with the job.

Mr. Howell warned sightseers to stay away from the area as troops moved in to help clear snow from the roads and police and emergency services searched for trapped motorists.

Thick, cold, hazy foggy drops in farms on high ground and delayed electricity reconnections. By last night, about 6,000 homes, mostly in Devon, were still without electricity.

Fuel shortages for helicopter rescue missions were slightly eased when a relief tanker struggled through to the RAF base at Chivenor, Devon.

Three million pounds has been allocated for new economic initiatives and Sir Kenneth Thompson, council chairman, said yesterday that development of Antrim racecourse—venue for the Grand National—was a leisure complex, and establishment of a maritime museum would be priorities.

"These are the sorts of projects which the council can help to pursue and develop without committing itself to vast expenditures," he said.

Light bulb man warned

BY LYNTON McLAINE, INDUSTRIAL STAFF

MR. DAVID MEIKLEJOHN, the leading consumer witness before the House of Commons Select Committee investigating light bulbs, said yesterday that it would take three months to substantiate fully some of his earlier accusations.

On January 25 he told the committee that some witnesses for Britain's lamp industry had deliberately lied to the committee.

Mr. Ted Leadbetter, Labour MP for Hartlepool, called for Mr. Meiklejohn to back his accusations.

He did not recall Mr. Tether, said for the committee when he gave evidence. But Mr. Tether wrote to him asking for them two weeks ago—his reaction to that I have given him all the information I could in relation to his case. At one time he was complaining that I had revealed too much.

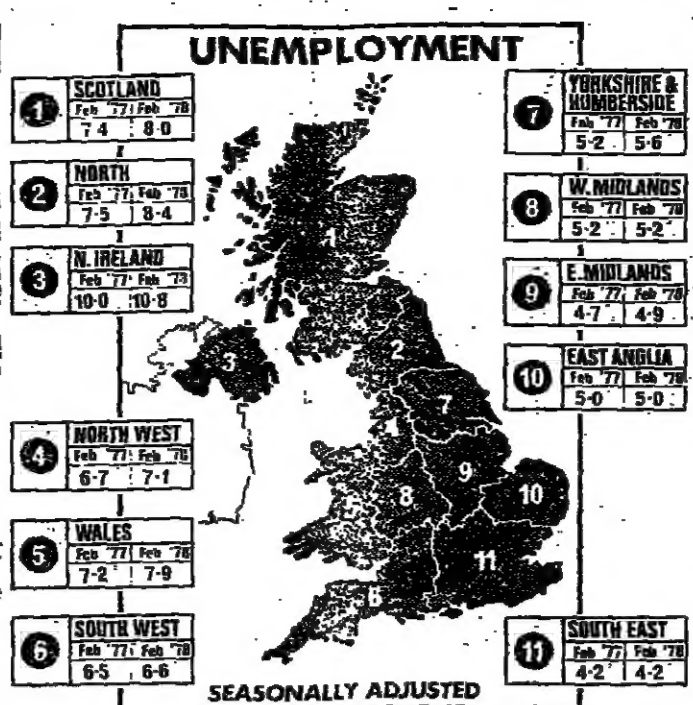
Witness

Mr. Tether commented: "You might have revealed too much to the Financial Times—that is a different matter."

Mr. Van de Weyer was a witness for the Financial Times—why should Mr. Van de Weyer state that he (Mr. Tether) was prepared to rely on his interpretation of the minutes?

Mr. William Wells, QC, the chairman, intervened and said that it was clearly a matter of argument and cross-examination. Mr. Van de Weyer said he was not in any matter relating to other individuals' charges against him. But he published the relevant parts relating to Mr. Tether.

Mr. Wells asked Mr. Tether



Jobless total drops only in the South

BY DAVID FREUD

UNEMPLOYMENT fell in the south of the U.K. in February, although it increased in northern and Wales, following a trend that has emerged over the last year.

Department of Employment figures show that a 0.1 per cent drop in the number of jobless in the South-East and South-West in an equivalent percentage rise in the North and Wales.

At the same time the level of unemployment among women continued to rise more sharply than the male rate. In February the seasonally adjusted U.K. rate for jobless women was 4.1 per cent, compared with a 3.1 per cent male rate.

However, the number of men out of work grew by only 2.9 per cent to 1,036, in the last 12 months, while the increase among women was 12.5 per cent to 1,036.

Over a longer period, the relative increase in female unemployment is even more marked. In the last four years it has increased by 31.3 per cent, since it stood at 88,900 in February 1974.

Over the same period male unemployment increased at less than a third of the rate by 10.7 per cent, from 0.48m.

Regional rates of unemployment

Merseyside wins £4.3m development boost

BY OUR LIVERPOOL CORRESPONDENT

MERSEYSIDE'S economic potential is to be boosted by a £4.3m investment, part of the £55m budget proposed for the coming financial year by the County Council.

Three million pounds has been allocated for new economic initiatives and Sir Kenneth Thompson, council chairman, said yesterday that development of Antrim racecourse—venue for the Grand National—was a leisure complex, and establishment of a maritime museum would be priorities.

"These are the sorts of projects which the council can help to pursue and develop without committing itself to vast expenditures," he said.

Small firms will get £550,000 in assistance plus a further £150,000 for new and refurbished premises.

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Ruling for TASS in recruiting dispute

By Christian Tyler, Labour Editor

THE WHITE-COLLAR section (TASS) of the Engineering Union yesterday claimed a second victory over Mr. John Lyons' Engineers and Managers Association for recruitment in the engineering industry.

TASS said it had received the decision to give precedence to the union's recruitment in the TUC procedure of the statutory procedure of the Advisory, Conciliation and Arbitration Service.

The decision, under the TUC's Bridlington principles, is certain to add to the internal controversy about the EMA's success in recruiting managers, and to the political controversy engendered by Mr. Ian Millard's private member's Bill seeking to give precedence to the TUC procedure over the statutory procedure of the Advisory, Conciliation and Arbitration Service.

Mr. Lyons said yesterday he had not received the terms of the award and could not yet comment on the union's new award. But he said: "The decision will confirm how right we have been in opposing the Millard Bill."

"What is so different about Bridlington as against ACAS is that Bridlington does not have to take the slightest notice of the opinions of the people involved. I think that is unacceptable in this day and age."

At issue is who should represent 46 managerial staff at the Hawker Siddeley plant; 43 were EMA members at the start of the dispute and one a TASS member. The EMA's membership has since dropped to about 30.

They are a bargaining unit originally identified by ACAS, according to the EMA, within a wider group of 109 managers and technical staff. TASS claims 35 or so members in the wider group. During the 13 months it has taken to process the TUC hearing, the case has been to and fro between ACAS and the TUC.

The widening gap between unemployment rates in different parts of the country means that, excluding Northern Ireland, the rates now range from 4.2 to 8.4 per cent, compared with a year ago when they were 4.2 to 7.5 per cent.

By contrast, the South East's unemployment remained steady at 4.2 per cent, as did East Anglia's at 5.0 per cent and the West Midlands's at 5.2 per cent.

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National union chiefs called to Speke talks

BY PHILIP BASSETT, LABOUR STAFF

NATIONAL UNION officials were called in a day early yesterday to talks at the strike-bound British Leyland plant at Speke, Merseyside—a move which could spell trouble for Leyland's plans for a smooth transfer of TR7 production to Coventry when the Speke Number Two factory closes.

At Leyland's Speke factory, more than 900 engineering workers walked out on strike yesterday, over a demarcation dispute in a long-standing row over payment for extra work.

Mr. Greaville Hawley, national automotive secretary of the Transport and General Workers' Union, and Mr. Terry Duffy, Midlands executive member of the Amalgamated Union of Engineering Workers, went to Speke plant to start negotiations with plant management on Leyland's attempt to get a return to work at Speke.

The move could point to a breakdown of negotiations on an agreement for new manning levels needed before Speke can be opened.

Under the terms of the Leyland attempt to get a re-start at the plant, national officials would not be called to Speke until Speke shop stewards finished to-day.

Leyland is now less hopeful that a proposal for a return to work—which would give the workers three months pay before the TR7 plant is closed and would make the closure and the transfer of the TR7 much easier—will be put to the 1,500 strikers at a meeting on Friday.

At Coventry, the strike by AUEW members in the body plant has stopped production of body shells for the Mark and the Princess, and is expected to lead to big lay-offs before strikers meet again to-morrow.

The maintenance fitters are seeking a similar payment for lunchtime working as AUEW men in the nearby assembly plant, who get £1.62 a week for sniggering lunchbreaks.

Leyland says the body plant is unconstitutional as their claim is still in procedure but the men say the claim was put in more than two years ago.

The body plant fitters protested on Friday when a member of the plant's management carried out a repair in their lunch hour.

The fitters then blocked the attempt to get a re-start at the plant, national officials would not be called to Speke until Speke shop stewards finished to-day.

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Pledge to improve railway catering

BY IAN HARGREAVES

BRITISH RAIL plans a shake-up of its train catering services after a year of criticism from consumer organisations.

Mr. Peter Parker, British Rail chairman, told a Commons select committee that the aim would be to improve the quality of refreshment available and standard of service, even if it meant increasing last year's £2.5m. deficit on catering. "Perhaps we aren't losing enough. This is a promotional expense," he said.

Mr. Bob Reid, the Board member for marketing, has been put at the head of a working party on train catering with the eventual object of giving the service, known as Travellers' Fare, a separate board, separate to the main British Rail board.

Earlier, Mr. Michael McNair-

Wilson, a Conservative member of the committee, had complained that breakfast on British Rail was now more expensive than at Claridge's.

British Rail told the committee that it is refurbishing 100 buffet cars. It accepted its mistake in the past of ordering modern catering stock to go with its improved passenger coaches. Mr. Parker denied, however, that his reference to "aging stock" was intended as a comment on "Travelers' Fare" sandwiches.

Reacting to last week's Price Commission report on fares, Mr. Parker made it clear that above-average increases would continue for commuters in London and the South-East, even though British Rail had accepted the Commission's requirement for more detailed financial justification of the policy.

THE National Bus Company has lost £1m. so far this year because of bad weather, Mr. Robert Brooke, the company's chief executive, said yesterday.

Half of the loss was due to snow-bound roads in the West Country, where 3,000 vehicles were immobilised early this week.

The vulnerability of National Bus to such losses showed the need for contingency provision within its accounts—a provision still not made, partly because of the Government's refusal to grant exemption from interest on capital debt.

Mr. Brooke confirmed, as reported in the Financial Times last month, that National Bus expected to show a slightly improved performance in 1977 accounts, compared with the £4.4m. trading profit in 1976.

THE corporation also plans other forgoing operations on their GFM machine, which forms the centrepiece of a £5m. development at Ickles, to take up spare capacity.

The other machine is operating at the Openshaw works in Manchester of Edgar Allen Balluff, the Sheffield-based private sector steel, tool and engineering group, and is a big factor in the group's steel investment programme.

The forging machine will handle about 60 per cent of the EAB Steel workload. It can produce special steel bars of up to 8 metres long and a variety of shapes and sizes. The input forging operations can handle high speed and tool steel and work down to a 2.25 inch square.

Mr. Graham Wise, managing director of EAB Steel, said the commissioning of the machine had gone exactly to schedule.

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Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHMIDT

DATA PROCESSING

Automated blast furnace project

RED CAR will be the site of one of the most ambitious projects to automate steel production when the new blast furnace at that centre goes into operation. With an output of up to 10,000 tonnes of liquid iron per day, the furnace will be one of the largest in Europe and form an essential part of the complex.

Operations will have extensive computer support with data logging and central control through a computer overseeing the blast furnace plant, and linked with 12 plant processors at various points in the iron-making works.

Systems Designers has won the contract to provide software and services in support of the British Steel project and the job is worth £600,000.

The blast furnace plant computer will be a DEC 11-70 and it will continuously monitor and control the furnace, including delivery of ore from pelletising and sinter plants, delivery of coke from the coke plant and from stocks, and the movement of hot metal tapped continuously from the furnace.

Management information will be provided, together with visual displays of plant status, trends

and production summaries on a shift.

Another important job will be the continuous monitoring of thermocouples within the furnace to give colour graphs of heat distribution within the structure.

Systems Designers will analyse the whole system and derive parameters and design criteria.

It will implement a basic operational system when the furnace is first blown in and then develop the extended computer facilities, finally integrating and running acceptance of the full system.

System software will be written in the Government-promoted Coral 66 language.

The furnace will operate at a high production rate and a high top pressure so charging has to be fast and closely controlled and it is considered that the computer will provide vital support in achieving this.

Conveyor feed will be used and the molten iron taken to Laceyby for steel production in 320 tonne torpedo rail cars.

Further details of the software design work from Systems Designers at 57, High Street, Frinton, Surrey, GU18 5HJ. Tel: 0276 63471.

SAFETY

Chemical hazards

NEW DRAFT regulations on chemical hazards are to be issued later this year with the purpose of establishing a notification scheme aimed at identifying sites where major hazards exist. This follows a recommendation of the First Report of the HSE's Advisory Committee on Major Hazards.

Because of the complexity of the issues, and the growing concern in the general public and trades unions, the question of working with hazardous chemicals is attracting a great deal of attention.

With this in mind, Harwell is to hold a seminar on "Major Chemical Hazards" this coming April. Representatives from industry, the emergency services and Government will attend and the discussion will be wide-ranging.

Papers to be presented will cover a general review of the situation, the social implications, management of major hazard plant, legislation, location, reliability and emergency procedures.

POLLUTION

Traps the oil spills

AN OIL boom which was successful in saving the Norwegian coast from a major oil slick in last year's blow-out on platform Bravo in the North Sea Ekofisk field, has been introduced commercially.

Made by the Bergen-based A/S Nof company, the equipment proved to be the only one of its kind capable of operating in the sea conditions prevailing over the oilfield at the time of the accident.

When efforts to contain the spill with other equipment failed, the new boom, which was still awaiting certification, was brought into use and with its help, a two-kilometre long oil slick was quickly contained. The oil trapped within was removed from the surface by a skimmer.

"The boom is of a 'tennis net' design, designed to hang upright in the sea to a depth of about two metres. The nylon net is supported by inflated PVC

buoys and backed to a depth of one metre by an opaque vinyl-coated skirt.

The successful performance of the new boom in heavy seas is largely attributed to the use of a high-strength, low elongation and low-weight cable made with Kevlar 49, Du Pont's aramid (aromatic polyamide) fibre, as

"keel rope" forming the base of the net. This rope is subject to particularly high stresses when exposed to heavy ocean swells and to being towed behind 2800 h.p. ocean-going vessels.

According to the manufacturer, two earlier prototype booms failed as the result of excessive weight imposed by iron chain and steel hawsers used to maintain the nets upright. The problem was solved by substituting a 60-ton break strength, eight-strand keel rope made with Kevlar weighted with lead sinkers to provide the right degree of flotation.

This dramatically changed the handling characteristics of the boom, permitting a hitherto unattainable dynamic response to wave movement. As a result, water and oil were prevented from crossing the free-board in waves as high as three metres. The added flexibility permitted the skipper of the towing vessel, "this two," to employ purse-seining techniques, using powerful side thrusters to trap and hold the oil.

Du Pont, POB CH-129 Geneva 24, Switzerland.

COMMUNICATIONS

Networks made easy

EMI TECHNOLOGY will be attached to the host cpu and demonstrating for the first time in public its PIX remote computing facility at Communications 78 at the NEC in April.

PIX has been specifically developed for IBM 360 and 370 users who need to link their central computer to remote terminals in the most cost effective way.

It embodies a unique concept which allows the operation of distant terminal devices as though they were locally 1477.

TRANSPORT

Controlling car parks

IN THE next decade or so many car-park control systems developed by Godwin Warren Engineering, a GKN company.

According to the maker, the system sweeps away many of the disadvantages that affect most parking systems. It offers fast getaway in place of clogged exit lanes at peak parking times, flood-proof, cash collection and control instead of susceptibility to theft and vandalism, and greatly reduced operating costs.

Known as the Computerised Automatic Parking System (CAPS), it provides these benefits, in essence, by reducing the time the driver spends at the ticket machines at the entry and exit of the car park.

Microprocessor controlled, the machine detects an approaching vehicle. It then checks the space in the park, and shows a "full" sign or issues a code punched ticket and releases the entry

barrier. When leaving the park on foot the driver feeds the ticket to another machine which calculates and displays the parking fee, takes his money and issues change and an exit receipt.

The receipt is used at the exit barrier machine when driving out. If this ticket is valid the barrier is released—if not, the motorist either has to pay the displayed excess fee, or if he has overstayed both grace periods (correct fee and excess) he is returned to the pedestrian pay machine to update his ticket.

First installation, on a multi-storey car park at Poole Harbour has proved sufficiently successful to encourage the borough council to install CAPS at a large central multi-storey car-park serving the needs of an Arndale shopping centre by day and a new arts centre by night.

More from the maker at Emery Road, Bristol, BS4 5PW (0272 778399).

MATERIALS

Decorative plastics mirrors

WORKING IN co-operation with Rohm and Haas, manufacturer of Croglas acrylic mirror, Chelsea Artisans has developed two complementary mirrored building products which it is claimed, make the installation and fabrication of mirror finishes as simple and straightforward as working with conventional panel boards — and as safe in use.

Either 15mm melamine faced chipboard, or 18mm aluminium faced rigid polyurethane foam, are bonded to 3mm Croglas mirror.

The mirror is a metallised acrylic said to have the reflective properties of silvered glass plate, but with half its weight, 20 times its toughness, and no danger of splintering. When laminated to chipboard or foam it can be used for many applications where the use of glass mirrors would be impossible or require highly skilled craftsmen to cut and fit.

Supplied in 8ft x 4ft sheets, the mirrors can be produced in a range of tints, such as bronze, grey and pink. Used for building applications it should be regarded as a combustible thermoplastic and must comply with Building Regulations 1972 for Part 7:1971 Class 3 medium flame spread.

More from Chelsea Artisans, Unit 25, The Precinct, Hurst Park, West Molesey, Surrey (01-841 2525).

PACKAGING

Prepacking scale

MADE IN the U.S. for the U.K. market, the top of a range of scales from Toledo is claimed to be a new concept in electronic weighing. An automatic prepacking scale, it has an optional extra facility to print labels with price per count, instead of price per weight.

Designated Model 8300, it is basically a microprocessor controlled scale-printer for use in food store preparation rooms, where heat seal retail tickets are attached to pre-wrapped trays of produce. The scale has price/lb selection to £9.99 and weighs to 30 lb.

Automatic tare, automatic pricing of commodities, and auto-tracking zero for out-of-balance conditions are all included. Weighing is by load cell instead of the conventional springs, which reduces maintenance. "Sell by" dates are included, and cooking instructions and grading specifications can also be printed on the label. Automatic labelling and wrapping machines can be added.

With this equipment an operator can deal with over 30 weighed, price computed and labelled packs / minute — More from Toledo Scale, Plr Tree Lane, Groby, Leicestershire LE13 7JN.

WOODWORKING

Automatic sawmill

INCREASED TIMBER yield, faster production and greater accuracy are the claims made for the "Woodergetics" automatic sawmill system developed by Kockums Industri AB. The company guarantees the operational capacity of its sawmills, and the dimensional accuracy of the sawn timber (to ±0.5 mm).

Using a sawmill planning method and offering project management, the company first analyses factors such as log size, log sorting, saw setting, product and type, existing plant, labour, supply and market requirements, before selecting and installing a

complete sawmill for the best conversion process. Staff training services are also provided.

The sawmill equipment, which can be supplied separately, is designed in modular form, with standardised electrical wiring and hydraulic and pneumatic piping, to reduce installation time. It includes debarking, round-reducing, scanning and sorting machines, and general handling equipment: circular saws, frame saws, bandaws and electronic control systems for log sorting, saw setting, product and type, existing plant, labour, supply and market requirements, before selecting and installing a

Forestry Division, Pack computer-controlled saw line or S-225 VJ Söderhamn, Sweden.

For EVERYTHING carbon dioxide Distillers CO₂

MACHINE TOOLS

Fast simple turning

TO RELIEVE pressure on fully automatic machines, and in applications where large quantities of simple turned parts are required, a swing-arm automatic may provide a reasonably priced answer. From Spain comes a series of these machines — three models in one basic frame size. They have round bar capacities of 25, 35 and 45 mm, with three spindle speeds available on each machine.

These automatics have two cam-operated swing arms for facing, chamfering or turning shoulders or grooves. For end working, there is a drill holder with a length stop. Maximum drilling depth is 50 mm. Parting off is carried out from a third cam-operated, vertical slide.

Typical components produced on this type of machine include blank, grooved pins, bush and spacers — items which it is uneconomical to produce on conventional expensive automatics.

Made by Iralag, TX 4, the machines are marketed in the U.K. by Elgar Machine Tool Co. Ltd, Victoria Road, London NW10 6NY (01-888 5821), member of the E. Elgar Group.

How to buck the trend of rising telephone costs!

The Plessey PDX business communication systems, currently undergoing type approval evaluation by the British Post Office, gives real opportunities to control telephone costs and yet gives optimum service to every extension user.

Company directors are painfully aware of the rate of increase over recent years of one of their inescapable overhead costs — the telephone system. It isn't just the matter of rising Post Office tariffs, but one of equipment costs, operator salaries and expensive office space. These combine to make up the total cost of providing telephone service, whether it is efficient or not.

In recent years, manufacturers and the Post Office have been gradually upgrading their private exchanges with the result that the real cost-effectiveness of alternative systems is becoming more and more difficult to judge. The left-hand section of the chart shows how one major manufacturer in this country, Plessey, sees the trend — operating costs in total rising at a slightly faster rate than the improved level of service which conventional private exchanges can offer.

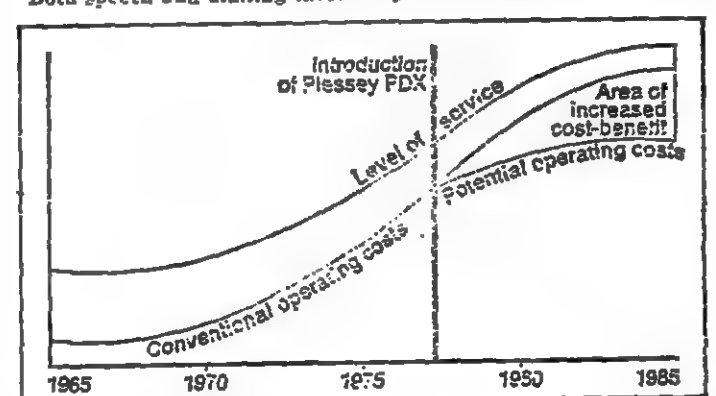
However, they claim that the introduction of their new 'digital' exchange system, which they are registering as 'PDX', represents a real opportunity to improve this situation.

Rather than relying heavily on a single, untried development, the Plessey PDX combines several recent advances in technology which have already been proven. Twin processors control

the entire exchange operation and establish all connections.

Both speech and dialling information

going calls to the most economic route — making the most of existing investments in tie-lines and



mation have been organised into a digital format which, as well as providing high quality speech reproduction, ensures full compatibility with the concept of processor control.

But how does this save money for the business user? The answer is that it allows management to take positive steps to control telephone costs. Firstly, the services available at each extension can be controlled separately — while one person might have dialling facilities to anywhere in the world, another may be limited to only the local dialling area. Secondly, the exchange can be programmed to direct out-

Now Plessey PDX opens the door to the electronic office. Come in.

Come into the age of the digital electronic telephone exchange with Plessey PDX. Experience the efficiency of a stored programme control system which offers an unprecedented range of facilities and the capability of interfacing with other electronic business systems in the future.

Plessey PDX is geared to the needs of medium and large organisations, providing swift efficient service to external callers and internal users. It provides advanced features such as the ability to answer a ringing extension from a telephone at a distant desk, automatic re-routing, so that your calls can actually follow you round the building, and the means of allocating facilities to individual extensions exactly as they are required.

Plessey PDX also offers management the

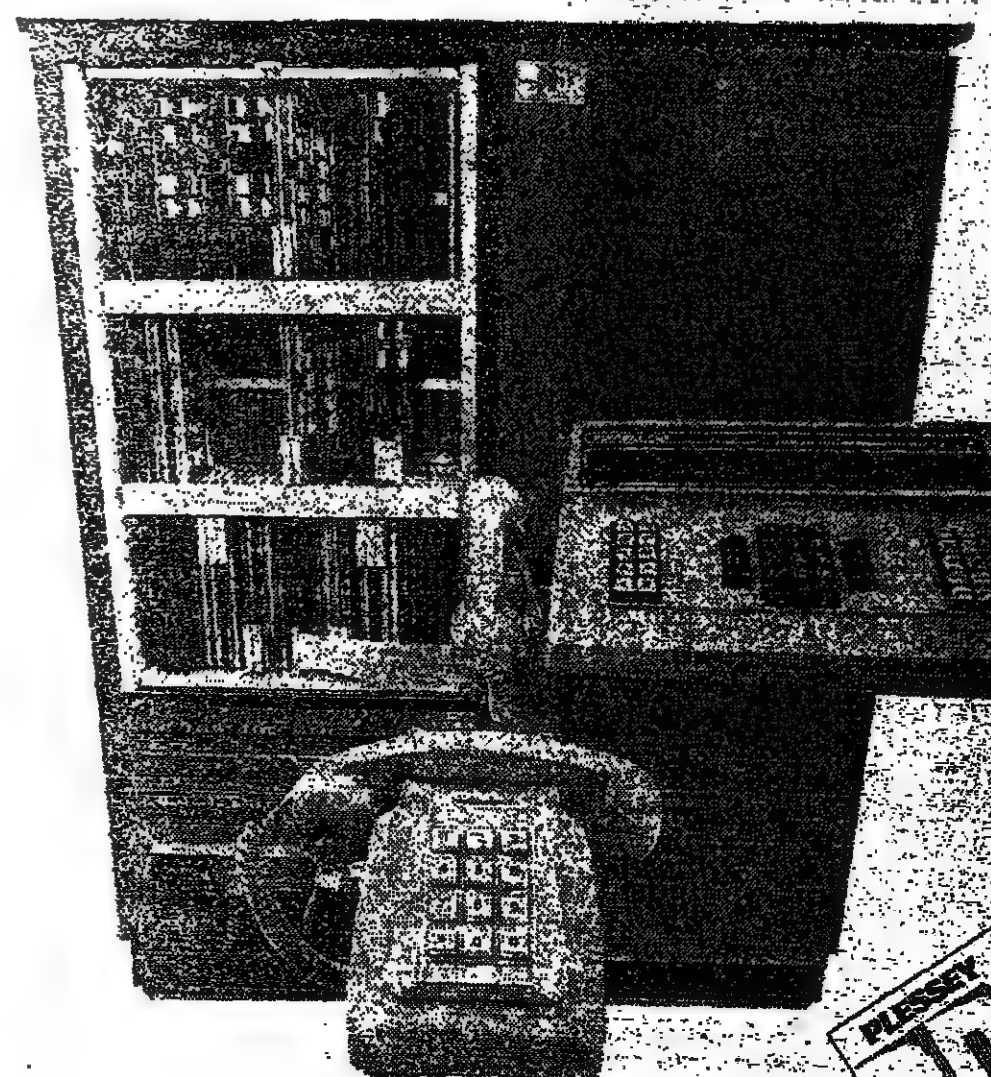
ability to control rising telephone costs by recording call details upon which action can be taken to restrict or optimise call routes, either throughout the system or from individual extensions.

Plessey PDX is geared to economy too. Economy of operation because it is highly reliable, has no excessive power requirements, and provides highly sophisticated network facilities. Economy of space because the central equipment is extremely compact, and needs no special environment such as air conditioning or false floors.

PDX opens the door to the electronic office age. Why don't you come in?

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More cost saving and convenience from Plessey PDX

Before telephone costs can be controlled, management needs to know how they are spread over the system. Plessey PDX, as part of its integral design, provides this information, which can be subsequently analysed into management reports for further action. The feature, known as "call information logging", provides information such as the extension number placing the call, the number called, the start time and duration of the call and

hence — information on the call charges involved. Special print-outs can be produced to list and analyse calls placed by particular departments or extensions, calls to particular areas or individual numbers, calls over a certain duration and so on.

Armed with this management information, it is possible to take appropriate action to eliminate unnecessary calls, save money and increase the efficiency of their organisation's communication service.

The Management Page

EDITED BY CHRISTOPHER LORENZ

How a Japanese company turned decision-making tradition upside down

By CHARLES SMITH in Tokyo



Ryuzo Seijima, deputy chairman of C. Itoh & Co. (left) and Mitsuo Uemura, president of Sumitomo.

Japan's tenth largest Ataka, but subject to certain conditions which would have to be discussed later.

The result was, of course, that C. Itoh did not buy Ataka—or rather that it took in those parts of the dying company that it felt could be of use to it. By its rapid decision C. Itoh not only averted what could have become the most spectacular business catastrophe in post-war Japan, it also moved from being the fourth to the third largest Japanese trading company, pushing the aggressive and hitherto fast-growing Marubeni Corporation into fourth place and leaving cautious Sumitomo Shoji where it had been before—in fifth position.

All this was possible for one simple reason: the existence inside C. Itoh of an elite decision-making team, which was able to make a prompt recommendation on the Ataka question by-passing the unwieldy "Ringi Seido" consultation system which major Japanese companies still use to make most of their decisions.

"Ringi Seido" (the words mean "consultation system") is usually regarded as one of the four pillars of the Japanese way of doing business (the others being the lifetime employment system, the method of promotion by seniority and the company union system). It means, in essence, that decisions "evolve" from the lowest echelon of a company's management rather than being

handed down from the top. It also means that literally hundreds of people may have to be consulted, over a period of months, about a major decision—although, once they have been consulted and have agreed, implementation tends to be fast and efficient.

In a typical instance involving "Ringi Seido" in a trading company the 28- or 30-year-old junior executives of a section might draft a memo suggesting some course of action. This would be shown to the deputy section chief (kacho dairi) and section chief (kacho) of the same section, who would discuss and revise the memo before stamping it with their personal seals (the equivalent of initialing) and passing it up to the bucho (departmental chief). The bucho would repeat the process and then send the proposal up a stage further to the hon-bucho (divisional chief),

whose business is not only to add his own comments and views but also to decide what other divisions of the company need to be consulted.

Having decided (if he is division chief of the steel division and the proposal involves, say, a credit sale to a developing country) that the finance section needs to have its views taken into account the hon-bucho will instruct his bucho to talk to an appropriate bucho in the finance division and report back on the results of the consultation. If the consultation with finance end in disagreement or deadlock this fact will be reported back up to the divisional chief (hon-bucho), who will then be expected to tackle the problem himself with his co-situate number, the divisional chief of finance.

Consultation at this level of the management hierarchy represents the crucial phase of the decision-making process and

depends for its success to a great extent on whether the men concerned are graduates of the same university and joined the company in the same year.

If they agree on a policy recommendation to be submitted to the Board of Directors the Board will normally give what amounts to a rubber stamp approval and implementation will get under way immediately. If they disagree, the Board will normally appeal to them to have another go at resolving their differences—most Japanese Boards of Directors being exceedingly reluctant to do anything so controversial as to take sides between two divisional chiefs.

The Ringi system can take up to six months where a really major issue is involved, with conferences lasting for a week or two at each of the main echelons (and with plenty of after-hours drinking among the men concerned).

C. Itoh's "secret weapon" for fast decision-making at the time of the Ataka affair took the form of a special "strategic planning" team grouped round a former Japanese Army staff officer which reported direct to the chairman and had enough prestige throughout the company for its recommendations to carry considerable weight.

The group, informally known as the "Seijima Organisation" (Seijima Kikan), seems deliberately or otherwise, to have lived some of the planning and decision-making techniques used during the Second World War. It has lapsed with the promotion of its founder to the post of vice-chairman (in itself a remarkable achievement, since Mr. Seijima only joined C. Itoh at the age of 46, after returning from a post-war prison spell in Siberia).

Other companies not blessed with top flight former staff officers as super-decision makers

have been slower to depart from traditional procedures. But the stresses and strains of making a living in the harsh economic conditions that surround Japan are producing a good deal of experimentation with traditional ways and the innovators now include the conservatively minded Sumitomo Shoji.

After Mr. Mitsuo Uemura took over last summer as Sumitomo's new president the company decided to establish a "Kambukai" or top executive's group which would be given authority to take decisions on urgent or sensitive issues, by-passing the normal Ringi Seido. The Kambukai, which meets twice a month for "regular sessions" but can summon itself for as many "irregular sessions" as it wants, consists of Mr. Uemura himself, the chairman and honorary chairman of the company and two executive vice-presidents. The issues which

are taken up by it, apart from top staff appointments, include major business decisions (such as whether or not to go ahead with a Mexican railway project) and semi-political issues like whether and how to get involved with the Government's plans for "artificially" stimulating imports from Europe and the U.S.

The Kambukai takes a few days instead of a few months to lay down general policy lines, the details of which are filled in by the lower echelons. It works because Mr. Uemura brought his new broom to work at a time when external conditions obviously demanded change and because the idea had the support of honorary chairman Tada, a man who wields strong moral influence in the company, though no longer any executive power.

The Sumitomo approach to speeded-up decision-making has parallels elsewhere in the trading company world—though not exact ones because each of the top companies has its own traditions, and its own dominant individuals to reckon with. The end result of the reforms that are being introduced seems likely to be a combination of the traditional slow but sure consensus-seeking system with a command-style approach to the tougher and more urgent issues. If it works Japanese trading companies, which already have what is possibly the world's best intelligence gathering system, may eventually have one of its best decision-making systems as well.

MY marches on its is a maxim attributed on. To bring this up could be said that a will perform more if it is adequately fed.

more employers are right to the ways in efficiency, health and f their staff can be and one method is to tem with a free or th. But there is more an welfare—it is also f boosting the overall on of employees.

l that lunch facilities available to all on the premises, then er can claim the cost less expense for tax. And the employee at taxed on the value il. The employer can he dining room fac- le wishes — execu- le management and with different menus. ing room, without he tax position. But the space available for a dining on of meals must be room and the capital to host

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modern kitchen facilities and utensils. Most large new office blocks now incorporate a dining room that can also be used as a conference room, cinema or concert hall. The whole operation should be professionally run, and if the food is indifferent the objective is defeated.

This is one area where the employees should be involved. Employees can take part in the administration, especially in planning menus and handling complaints.

Smaller companies, in general, would not be able to justify the capital outlay, even if the necessary space were available. Nevertheless, the arguments for providing mid-day lunch facilities still apply. One solution is to give luncheon vouchers for a certain amount

BUSINESS PROBLEM

BY OUR LEGAL STAFF

A rent review

The lease of a shop was created in 1971 for 14 years, at a rent of £1250 for the first seven years, that for the second seven years to be agreed, and there any restriction on the amount the rent can be increased, which is indicated to be by £2,750? The lease gives the option of the right to an arbitration, appointed by the Institute of Architects. What is the procedure for taking up this option?

No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.

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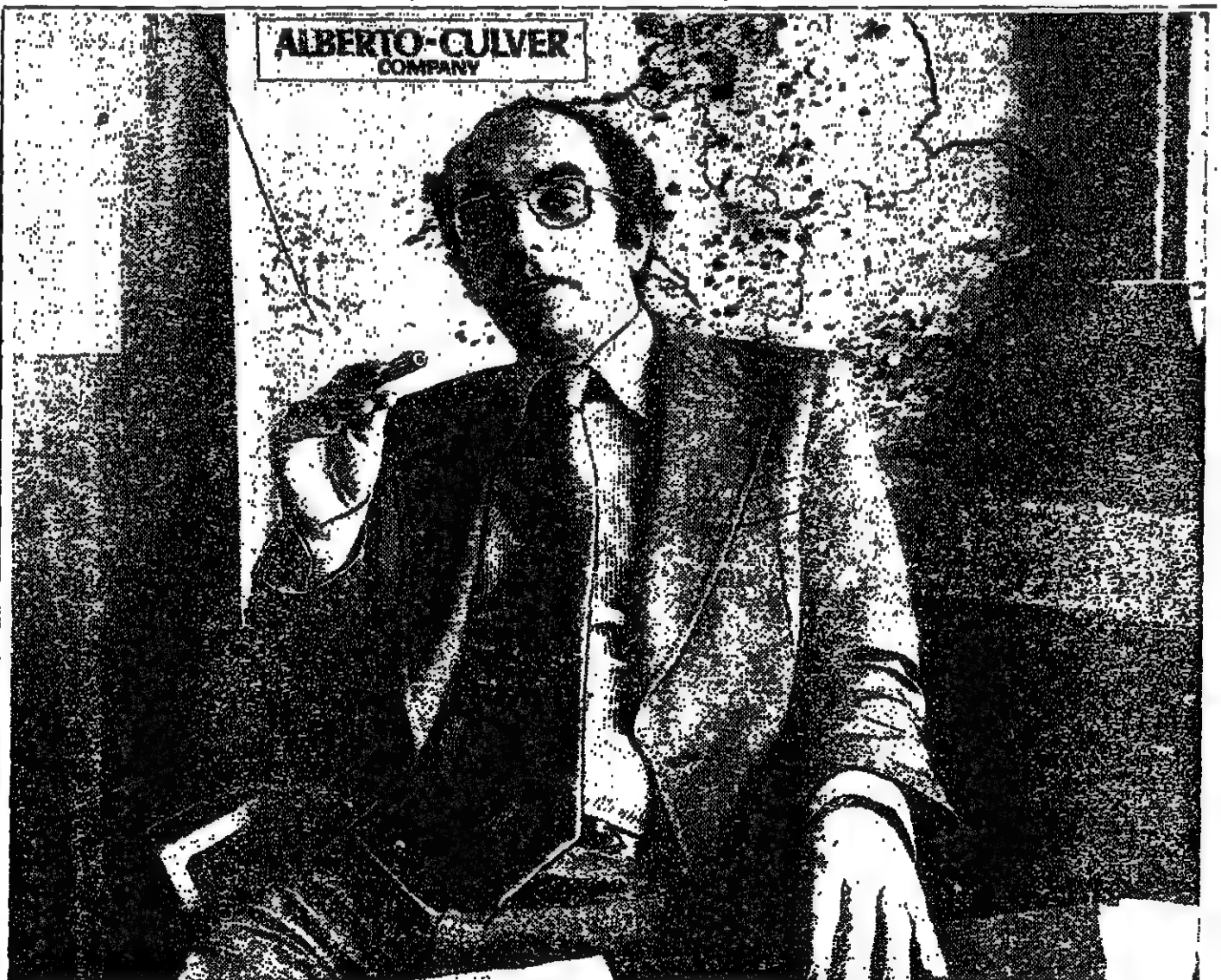
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14
LOMBARD

An unwelcome form of redistribution

BY JOHN CHERRINGTON

ABOUT 20 years ago I was in hospital facing what I was convinced was a miserable end. As usual at such times my sins of commission and omission came to mind, and among the items on this depressing agenda was the fact that I had made no provisions for the payment of Death Duties as they were then popularly called. Although, as a farmer, my heirs should have gained the 45 per cent. relief allowed, they would still have had to put themselves to quite serious inconvenience to have held on to my land.

Short spasm

At first I was galvanised into positive action summoning a lawyer and accountant to my bedside, and trying to make a last-minute abstruse but legal manipulation of the Finance Acts to repair the consequences of my dilatoriness before it was too late. The spasm lasted but a short while and was overtaken by the realisation that whoever had to pay my Estate Duties it would not be me. I relaxed, did nothing and recovered.

This situation faces the owners of any business whose assets, be they shops, farms, factories or whatever, are as valuable as the making of the business. It is a fact that gains or capital transfer taxes on their successors would be unable to bear. This leads to the breakup or actual destruction of the sale of the enterprise well before death, either by corporate businesses or institutions such as investment trusts or pension funds none of which pay capital taxes.

This situation is universally depicted in those affection and their families as an inhibiting factor in the development of free enterprise—that is, they are going to become poorer. But it has been supported by both political parties over the years. The left look on it as a redistribution of wealth, and the right as a source of taxation from a small section of the community, the rich or the dead, which has no electoral significance.

People in the middle, the vast majority with little in the way of capital probably feel, as I have always done, that there is no good reason for anyone to be born with silver spoons in their mouths, whether they take the form of land, factories, shops, productive assets of any sort, or even stocks and shares. This undoubtedly is envy, but as a motive force in human affairs

which ARE the worthwhile which gardeners are most likely to forget. There are three, in particular, which catch me unawares. One is the sowing of seeds of biennials for next year. The Forget-me-nots, Sweet Williams and so forth. This should be done early, preferably in April or early May before the existing plants have flowered. Another is the sowing of seeds of Snowdrops. A job best done while the bulbs still show green leaves. Move them, then, in March, if the ground has thawed. If you intend to buy new Snowdrops for next year, try to hunt them out from a nursery in the next few weeks. Bulbs bought in puts may be more expensive but they are more likely to be from a mass of dried up stock in an autumn catalogue.

My third neglected job is the most enticing. Like it or not, January and February are the months in which to be busy with lilies. If you have a warm greenhouse, you should have a collection of seeds of the most remarkable lily, *Formosissima*. Sown now, this lily will come up quickly and easily and bear one scented white trumpet in each bulb in this year's July. A lily which flowers as an annual, about two feet high, is so good that we must stop the seedmen from dropping it from their lists. Those who prefer small bulbs should apply to Unwins of Histon, near Cambridge, for a small variety of *Formosissima* which grows up most years in their list. Sold as Little Snow White. It is a foot high and equally a spectacular summer edging-plant, massed in clumps in the front of a border, if you think about it for a moment. I have never seen it used boldly.

Formosissima is an oddity, however. Other lilies are sold quite rightly, as bulbs and at this time of year and this month in the market for no point in complaining that the stock would be better bought while still in green growth in the autumn. Hardly a nursery now has to supply it in that way. We have to buy imported Dutch and Japanese stock, bulbs which have usually sat in a box for three or four months, and unfortunately are never dormant. When we buy them, their basal roots are dry and probably battered. If you have bought them recently and have not yet been able to plant them because

of the frosts, it is most important, then, that you should beget them into boxes of damp peat so that their roots are not left out of the ground for too long. Plant them as soon as they have flowered.

Which, though, are the best not only in that famous first year after which so many of the most exciting varieties tend to

roots. Deep planting is not, of course, a happy matter on heavy, slow-draining soils. Stem *Maragon* Album whose relaxed flowers on stems up to four feet high are beautifully set off by their orange-yellow anthers, protruding like antennae. The second is lovely but more sombre, the unspotted wine-purple one sold either as *Dalmatian* or *Catania*. There is no other flower with a colour quite like this. Matched with the white, it is most distinctive. If you are able to ignore the smell,

The Madonna Lily, the pure white one, is temperamental. Either it refuses to grow at all, or it multiplies abundantly, for no obvious reason. Often, it is happy in a heavy soil, so it is always worth a try. The less well-known *Nankeen Lily*, *Teslaeum*, is not so cheap, but on these unfavourable soils I have found it to be excellent. Oddly, it is a hybrid. Its flowers are very similar in shape to the Madonna's, but as long as the buds are not on foot, and in a cold place, they will appear as a cold place, it need only be planted two or three inches deep. It is worth the money, because its colour is a pale apricot-yellow, the sort of colour

which you might otherwise only find in silk. The petals bear back as they age, dying as fully-recurred Turk's Cap, rate it very highly.

On light fine soils, there is none better than *Henry*, one of those lilies which will, I suspect, grow anywhere, although it tends to root from the stem. It is still absurdly cheap. If you want a good show of orange flowers, all stems which you can afford to stake in late summer, this is as essential a lily as the scented *Regale*. It is not necessarily pleasant nor poor, but will bear more than 20" of its orange recurved flowers, one stem. Every border is a better for it, and it multiplies yearly, as tough as an old iron. It must, however, be planted more deeply, some six inches between the top of the bulb and the surface. It is one of the brightest answers to the belief that all the tall lilies disfigure the garden. Next week, I shall in further detail to the experts for fortunate gardeners on peat soils, available to us all if it can be bothered to plant the in the next ten days or so in clay pots.

GARDENS TO-DAY

BY ROBIN LANE FOX

dwindle away? Much depends on your soil.

If you garden on a clay or heavy soil, all varieties which are listed as "stem-rooting" are likely to be bad value. These are the bulbs which like to be rather deeply so that they can send roots down from the base of their bulbs and sideways, too, from their stems, in the length of stem which thrusts up to the soil surface and the daylight. These are the lilies which like to be top-dressed with light leaf-mould into which their stems will often throw more

of which no garden can have too many. For scent alone, this is the one essential buy in the family, though, even if it is a far less pleasant kind, the *Maragon* lilies are not every body's friends. But despite the fact they grow so reliably, they are happy on time and have actually run wild in parts of Britain. You should not bother with the ordinary *Maragon*, think because there are two varieties which are so much

At the other end Corriggan made a good save from Worm, who had come on as substitute, and did well driving at the feet of Seal. The defence also charged down some threatening shots. At half-time it might be said that the defence played a better level on points, with England losing a little in mid-field, where Bongartz caught the eye.

After the interval the game really came alive. In the 51st minute McDermott scored with a splendid left-foot drive after the ball had run loose and he had held on to a tackle. England's attack was abuzz with activity. Minutes later Worm equalised, after Thompson, for once, erred, as he tried to pass the ball back to Corriggan and slipped.

England regained the lead with a move started by Mortimer. Hill twice almost lost possession, but eventually found Kennedy, who cleared on the left wing, and from there accurate centre Fairclough closed with a fine header following a corner.

For a short time England were top place in world football.

SOCCER

BY TREVOR BAILEY
AUGSBURG, FEB. 21

England B beat West Germany B 1-0 in a match which was far better than might have been expected in the wintry conditions.

A red, phosphorescent ball, looking like a toy balloon, came flying in from the German side and ball-boys in danger of disappearing in the heaped snow surrounding the white pitch gave an unusual look to the occasion. England had every right to be well pleased with this hard-won victory over a team which possessed a shade more technical skill.

There was little to choose between the two sides in the first half in terms of effectiveness in testing conditions, although the ball did slide smoothly over the surface.

The Germans showed more ideas but were unable to make much impression on a compact England back four, in which Thompson covered well and Needham was highly dependable. Up front Fianagan and MacIntyre formed a lively spearhead. England's best chance came when Fianagan received a fine through ball from Kennedy, who had seemed rather out of his depth. The Charlton striker shot wide with only the keeper to beat. Needham also went close with a fine header following a corner.

Although freezing conditions had brought even light snow to a halt for almost a fortnight when the weather broke to allow a daughter of Galloway.

Sky Rider, owned by Manchester Handicap, like Sallioch, by the Queen's manager, Lord Forrester, closely related to this high spritzer of a yearling, Mat the Portland winner. Mat the Queen, who arrived through Lord Forrester, she would be sending horses Hastings-Bass this term, but more stoutly bred juveniles. Although it rarely pays to follow older horses who have suffered worse than most not shown their best form in the district where they were bred, I would not be surprised to see Newmarket last night, Rymor.

Two who caught my eye as we walked round the primarily "American" type stables, followed older horses who, which suffered worse than most not shown their best form in the district where they were bred, I would not be surprised to see Newmarket last night, Rymor.

Only five times since the war has the Queen's Club champion zone on to win Wimbledon. The most successful winner of this mid-season double was John Newcombe in 1967.

Another innovation at Queen's Club this year is that all matches are 500,000. Benson, said, Hedges change their minds.

Only Wimbledon and the new cash inducement outside. The players, who can and the Grand Prix bonus sides a tournament a warm-up for Wimbledon, are adamant that the tournament should be played only on grass.

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Walter de la Mare letters fetch £2,400 at Sotheby's

ON MONDAY, Christie's had some problems disposing of Chinese export porcelain. Yesterday, Sotheby's had a much better sale which totalled £72,594, with less than 6 per cent. bought in.

The top price was the 14,200 from Hogg, the London dealer for a pair of "Chien Lung" "Cousins" porcelain water buffalo figures and covers which had been restored.

Other items to sell well were a pair of Chien Lung figures of court ladies, acquired by Mrs. Chien, another London dealer, and a pair of "famille verte" porcelains, Kang Hsi. Both lots fetched £2,500.

The modern prints, a Toulouse-Lautrec lithograph sold for £1,400.

A diamond collar necklace made the top price of £13,000 in a Phillips jewellery sale which totalled £135,200. The buyer was a dealer, Moussault, Rothenburg paid £12,000 for a ruby and diamond tiptop by Cartier.

A Phillips sale of lead soldiers and medals totalled £20,500. An American collector, Schenck, paid £290 for a 12-man band of the Horse Guards, which cost £5 in 1920's from the toy company of William Britain.

Miniatures, objects of vertu and Russian works of art totalled £27,125 in a sale yesterday at Christie's.

The London dealer, paid the top price of £10,500 for a late 19th-century Viennese occasional silver gilt and enamel platter, measuring 12½ inches overall. The surface is divided into nine panels, each brightly painted with scenes featuring the goddess Diana.

A Viennese silver-gilt and enamel set, including a clock, a hutch and a pair of painted with

Britain, 100 News plus FT Index, 1.20. 1.30. 1.35. 1.40. 1.45. 1.50. 1.55. 2.00. 2.05. 2.10. 2.15. 2.20. 2.25. 2.30. 2.35. 2.40. 2.45. 2.50. 2.55. 3.00. 3.05. 3.10. 3.15. 3.20. 3.25. 3.30. 3.35. 3.40. 3.45. 3.50. 3.55. 4.00. 4.05. 4.10. 4.15. 4.20. 4.25. 4.30. 4.35. 4.40. 4.45. 4.50. 4.55. 5.00. 5.05. 5.10. 5.15. 5.20. 5.25. 5.30. 5.35. 5.40. 5.45. 5.50. 5.55. 6.00. 6.05. 6.10. 6.15. 6.20. 6.25. 6.30. 6.35. 6.40. 6.45. 6.50. 6.55. 7.00. 7.05. 7.10. 7.15. 7.20. 7.25. 7.30. 7.35. 7.40. 7.45. 7.50. 7.55. 8.00. 8.05. 8.10. 8.15. 8.20. 8.25. 8.30. 8.35. 8.40. 8.45. 8.50. 8.55. 9.00. 9.05. 9.10. 9.15. 9.20. 9.25. 9.30. 9.35. 9.40. 9.45. 9.50. 9.55. 10.00. 10.05. 10.10. 10.15. 10.20. 10.25. 10.30. 10.35. 10.40. 10.45. 10.50. 10.55. 11.00. 11.05. 11.10. 11.15. 11.20. 11.25. 11.30. 11.35. 11.40. 11.45. 11.50. 11.55. 12.00. 12.05. 12.10. 12.15. 12.20. 12.25. 12.30. 12.35. 12.40. 12.45. 12.50. 12.55. 1.00. 1.05. 1.10. 1.15. 1.20. 1.25. 1.30. 1.35. 1.40. 1.45. 1.50. 1.55. 2.00. 2.05. 2.10. 2.15. 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FINANCIAL TIMES

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Wednesday February 22 1978

Unemployment and skills

THE CENTRAL Statistical Office announced on Monday that its index of national output had risen between the third and fourth quarters of last year from 110.0 per cent. to 110.2 per cent. Given the various ways possible of making this calculation and the margin of error implicit in them all, one can conclude no more than that output probably remained much the same — at a level rather below the average level for 1973. Yet the unemployment figures, which had risen steeply in the third quarter, fell throughout the fourth while the number of unfilled job vacancies began to rise. This trend has continued into 1978: the figures issued by the Department of Employment yesterday show that unemployment has been falling and vacancies rising for five months in succession. And yet industrial surveys show little sign of any great revival in demand for unskilled labour.

There are two possible lines of explanation for this apparent drop in productivity, both of which probably contain an element of truth. The first is that the statistics are wrong. So far as the unemployment figures go, it is worth noting that last year's seasonal adjustments have been somewhat revised, that there was a similar improvement in the trend at the beginning of 1977, and that there was a sharp and unexplained drop during February in the numbers joining and leaving the unemployment register. At the latest count, moreover, actual employment was falling.

Government help

The second possible line of explanation has two aspects. One is that a very high proportion of the total drop in unemployment since last September has taken place in the south east region (including London), where percentage unemployment is lower than any other region in the country. Whatever the reason for this revival in the south-east—and it is probably connected with the improvement in consumer demand—there has been correspondingly little revival else-

where. The other aspect, which is by far the most important, is the influence on the labour statistics at present, is the collection of Government schemes, for saving or creating jobs. These are estimated to be keeping around a quarter of a million people off the unemployment register, and the Government is in the course of taking new powers to renew them or adapt them to meet the objections of the European Commission.

The rise in the number of unfilled job vacancies must have a different explanation. It is not nearly so concentrated in the south east as the drop in unemployment, and seems to square reasonably well with widespread reports that shortages of skilled labour are troubling industry even when the overall level of unemployment is so high. At yesterday's conference on recruitment by the Processing Plant Association, for example, references to critical shortages of engineers and draughtsmen were common.

Re-training

There are no doubt a variety of different reasons for this shortage of skilled labour, some of long standing, some more recent—the compression of differentials, for example, caused by continued wage restraint. It must be one main aim of the official programme for the alleviation of unemployment to encourage training and retraining by every means available: the present job assistance programme is largely short-term whereas the unemployment problem looks like being largely a long-term one. But if this programme is to be successful in practice, both sides of industry must take account of the sort of criticisms that were aired at the PPA conference yesterday. Managers, for example, must learn to make full use of the high-quality engineering graduates that will soon be coming out of the universities; union leaders must encourage their members at plant level to accept those who have been re-trained as properly qualified. The revival of British industry, if it comes about, will not come about painlessly.

New pressures on U.S. unions

ONE OF the factors behind the surge of European investment in the U.S. is the belief that American trade unions, with some exceptions, present less of an obstacle to efficiency and profitability than their counterparts in Europe. That American unions are tough bargainers is well understood, but their objectives, it is widely supposed, are broadly in line with those of management: they recognise that high wages depend on high productivity. The U.S. miners' strike, which has been going on for nearly three months and is now posing a serious threat to manufacturing industry in the Middle West, is a reminder that labour relations on the other side of the Atlantic are far from perfect. Moreover, although the present strike stems in part from divisions within the United Mineworkers, whose effectiveness as a union has greatly deteriorated in recent years, some of the ingredients in it have wider implications.

Productivity

In negotiating a new contract the American coal mine operators tried to do what a good many European companies are also seeking to re-establish: the authority of management in areas where discipline and productivity had been allowed to slip. In return for a substantial increase in pay—a 37 per cent. rise in wages and benefits over three years—the employers sought agreement to more stringent controls over absenteeism, a new system of penalties for employees who participate in unofficial strikes, and a radical revision in the industry's health and pension schemes, abandoning some of the principles laid down by the UMW's most famous leader, Mr. John L. Lewis, 30 years ago. All this reflects the employers' determination to control costs, increase productivity, and put the industry's labour relations on a new footing.

It is not yet clear whether the employers will be forced to modify their position. Even if a settlement is reached in the next few days, the strike has highlighted once again the weakness of the UMW leadership, whose acceptance in principle of the proposed contract was overturned by the union's bargaining council quite apart from the special traditions of

coal mining. The UMW can hardly be regarded as typical of American unions, many of which have a highly professional leadership and good internal communications: the United Automobile Workers is perhaps the outstanding example. But there is a possibility that labour relations in the U.S. are heading for a more troubled period in which the conflict between job security and productivity will be more difficult to resolve.

Observers in the U.S. appear to be less worried by the size of prospective wage demands than by non-wage issues, particularly the attempt by managements to recover some of the ground which they think they have lost to unions in recent years. With high unemployment and with the public image of unions generally at a low ebb, employers may feel in a stronger position to deal with problems such as overmanning and inefficient work practices. As more industries feel the impact of competition from low-cost imports, the need to streamline and to modernise will increase: any protection they may obtain from the Carter Administration is unlikely to be long-lasting enough to eliminate this threat.

Military

In steel, where the need for rationalisation is particularly acute, there were indications last year of growing militancy at the shop-floor level and dissatisfaction over what was regarded as a "sell-out" by the leadership of the United Steelworkers on several key issues. Yet there is no sign as yet of a united union campaign to stop the redundancies and closures which have been announced in recent months.

Fortunately for the U.S., few industries have allowed their labour relations to fall into the disrepair which is evident in the coal mines. Collective bargaining generally takes place within a stable framework of strong, one-industry unions, legally binding contracts and (for the most part) effective grievance procedures at the workplace. But the strains on this system, arising from competitive pressures in industry and new demands from union members, seem certain to grow.

Arthur Young McClelland Moores & Co.

PEAT, MARWICK, MITCHELL & CO.

Price Waterhouse & Co. DELOITTE & CO. Arthur Andersen & Co. Whinney Murray & Co. Coopers & Lybrand

Competition in accounting

BY MICHAEL LAFFERTY

BRITAIN'S medium-sized accounting firms are under attack—probably as never before—as competition heats up among the international accounting giants for their biggest clients. The threat to survival in their present form is now so great that several of these firms have recently considered or are currently in process of discussing some form of merger or association. "Hardly a day goes by without somebody suggesting that we talk" comments the senior partner of one city firm which has just completed one merger.

The signs of the growing trend towards concentration are not hard to find. If anything they seem to have been building up to a rush over the past two years. The latest example was the appointment of Arthur Andersen as joint auditor of BICC. Just before that, there was the case of Reed International which dropped Champness Cowper, its auditors of 31 years' standing, in favour of Price Waterhouse. Other examples involving the appointment of "big eight" accounting firms include LRC International's appointment of Whinney Murray in place of Kuens Shaw Keene, Ransome Hoffmann Pollard's appointment of Peat Marwick Mitchell in place of Tansley Wilt, Slough Estates' appointment of Deloitte in place of Cocks Veilacott and Hill, Lyle Shipping's appointment of Arthur Young McClelland Moores in place of Hardie Caldwell Ker and Herdie, Crosby House Group's appointment of Touche Ross in place of Hays Allen, and Cooper, and Lybrand's appointment as Glaxo's joint auditors, together with Clark Pilsley.

These are just some of the recent changes. The total number of quoted companies moving over to the "Big Eight" or other large accounting firms in the past two or three years is probably at least three per firm. Typical reasons for companies to change their auditors include: the relative size of their overseas business (BICC, Reed, LRC); a desire to have one large accounting firm doing all audits (Ransome Hoffmann Pollard); recent overseas expansion (Crosby House); and a need to have the services of an international accounting firm (Lyle Shipping). All together it seems to amount to a growing belief that only the biggest accounting

firms can provide the range, and possibly the quality of services, which are increasingly considered essential for companies with substantial overseas operations.

But the threat to the position of the medium and small accounting firms comes about for a whole range of other reasons too. In the old days, when companies sought Stock Exchange listings, pressure came typically from their merchant bankers. It was for better for the image, the argument went, if a well-known City accounting firm was involved. Some of the firms who lost out as a result of this were quick to point to "back-scratching" between the big accounting firms and the merchant banks, or others.

Possible clients

Today the business of running a big accounting firm is far more professional than it used to be even five years ago. Sensible managing partners compile lists of possible future clients, and partners and staff are encouraged to use their best endeavours to bring in new business. But apart from Government work there is not that much new work around as the competition is tough for whatever opportunities come along. Reed International, for example, invited and received sales presentations from a number of the large accounting firms before deciding on Price Waterhouse, while the senior partners of both Peat Marwick Mitchell and Coopers and Lybrand have both recently warned of a tougher and more selective approach by clients in future.

Contrary to the situation in the U.S., where the "Big Eight" accounting firms account, for instance, for almost 95 per cent. of the Fortune 500 company audits, audits of U.K. listed companies are still fairly widespread. One perspective on the present state of concentration here is provided by a study of the 1977-78 Times 1,000 list of top companies. In 1977 the 1,000 companies had a total of 1,059 appointments. If joint audits are counted as two, only 726 of these—68 per cent.—are accounted for by as many as 15 of the largest firms. In the top 500 companies, with a total of 541 audits, the same 15 firms do 75 per cent. of the audits.

So, not surprisingly, it is to a greater share of the quoted and large private company audits that the big accounting firms are now directing their efforts.

Shopping lists are compiled from a variety of sources. But an obvious starting point used by several firms is *Crainford's Directory of City Connections*, which now lists all accounting firms with their quoted and large private company clients.

Companies taken over by existing clients are also listed and eagerly pursued as are U.K. branches of clients of foreign associates of the U.K. accounting firm. At a recent "sales" meeting of a group of accounting firms from a number of leading industrialised countries detailed lists of clients with U.K. subsidiaries or connections were discussed. The object of the exercise was to get as many of the audits of these foreign companies' subsidiaries into the hands of the U.K. firm in the group. Since the foreign accounting firms get referral fees (of 10 per cent. normally) on all such work, everyone benefits, except the unfortunate U.K. accounting firm which happens to be doing the audit at present. Such was the businesslike atmosphere of the meeting that national managing partners left with detailed notes on exactly how far their associates in, say, Switzerland had got with getting promises from their clients to transfer, for example, U.K. subsidiary audits to their associates. Some of the clients involved were major multinationals.

Another danger—to other than the large accountants—is the increasing pressure for higher standards in accounting and auditing. The big accounting firms are regarded as large enough to be independent of any client (though it is worth asking how independent individual partners may sometimes be) and they claim to have the most stringent rules for maintaining the objectivity of both partners and staff. Smaller accountants are generally closer to their clients—often acting as trustees for family shareholders—and also tend to be more dependent on their largest audits.

In the last few years the accounting bodies have issued guidelines suggesting that no single audit client should represent more than 15 per cent. of

MAJOR U.K. ACCOUNTING FIRMS			
(By number of audit appointments in Times 1,000 1977-8)			
FIRM (alphabetical order)	TOP 1,000	TOP 500	
Arthur Andersen	26	12	
Arthur Young McClelland Moores	46	27	
Coopers & Lybrand	73	48	
Deloitte Haskins & Sells	100	69	
Peat Marwick Mitchell	126	59	
Price Waterhouse	121	72	
Touche Ross	26	20	
Whinney Murray	34	20	
TOTALS FOR THE "BIG EIGHT"	552	321	
Binder Hamlyn	23	9	
Joselyne Layton Bennett	14	8	
Mann Judd	24	14	
Spicer & Pegler	22	17	
Thomson McIntock	24	10	
Thornes Baker	25	28	
Tarquand Barton Mayhew	25	28	
TOTALS FOR THE TOP 15	726	404	
Other Accounting Firms	133	137	
TOTAL APPOINTMENTS	1,059	541	

* This is just one measure of major British Accounting Firms. Other factors could give a different ranking.

a firm's fees, and this too has brought pressure on smaller accounting firms to relinquish audits or to merge.

Such a limit poses no problem for the major—except perhaps when it comes to Government and nationalised industries' appointments and assignments.

The big accounting firms are better equipped to carry out research into accounting standards, they tend to have better training facilities and to attract the cream of new entrants to the profession. Those who leave after qualification to go into industry or commerce often keep close contact with their former firms. Indeed they are one of the largest single sources of new clients for most accounting firms.

Vulnerable areas

Joint audits are one of the most vulnerable areas for the smaller accountants. When they occur they are generally regarded as the beginning of the end for the old auditor, if only because work will have to be duplicated in at least some areas, with consequent inefficiency. The typical outcome of the appointment of a major accounting firm to a joint audit is the resignation, probably a few years later, of the smaller auditor. Of course things do not always work out that way. Take Ready Mixed Concrete,

comprehensive services the company required. Nevertheless, if present trends continue there are good reasons to suppose that the typical medium-sized accounting firms—running from those below the top 15 or 50 firms—will gradually lose their large audits. It is difficult to estimate how many firms are in this category but there are probably at least 200 out of the 9,000 accounting firms registered in the U.K.

Proportion of small clients

On past experience some of these firms will achieve success in mergers with the big firms particularly if they happen to be based in parts of the U.K. where a major firm needs a branch. But such cases are bound to be few and far between because almost all the firms now have extensive national networks. Outside mergers of the larger of the medium-sized firms, with a modest-sized client base, are rare. In a few isolated cases, because of high rates of pay, they have been able to attract and retain a large proportion of small clients.

The extraordinary thing about many medium-sized accounting firms is how strong a position they have achieved in particular industries or types of business. Examples include: Moore Stephens' specialisation in shipbuilding; Baker, Suttons' expertise in "Lloyds" underwriting and insurance; a general, Viner Merritts' practice in forensic work or Cork Gully's importance in the insolvency field. Again there are signs that medium-sized auditors are becoming less of a pushover when a company seeks to appoint a big accounting firm. Last year the Barker and Donohoe Board saw its attempt to appoint Price Waterhouse in place of Pannell Fitzpatrick voted down by shareholders after Pannell's decision to write to shareholders saying it was willing to stay on. However, in an identical situation at Howard Tenens Services the Board's proposal to appoint Touche Ross in place of existing auditors, Comins and Co., was approved by shareholders without opposition. The Tenens directors wanted the change because they felt that Comins and Co. was not big enough to provide the

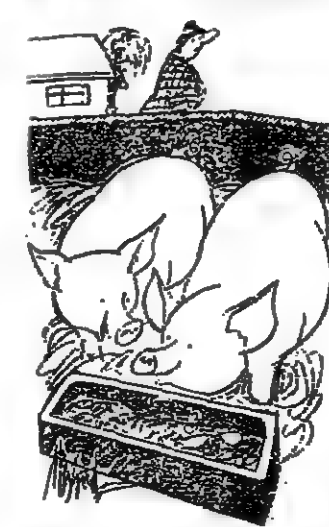
MEN AND MATTERS

Leaving the Old Lady

Yet another U.S. bank is obeying the famous adage about going west. United California Bank is leaving Moorgate in 10 days' time for Essex Street near Aldwych. When I asked why, general manager Brian Weston answered me in a mono-syllable: "Rates." By going 200 yards beyond the City limits into WC2, UCB is cutting its rates bill by almost two-thirds. Weston did add that it is growing harder to find suitable quarters inside the City, but savings in rates and square footage costs are clearly the key to the trend. Citibank started its move by quitting Moorgate for the old English Electric headquarters in Aldwych last year. Security Pacific and Chemical Bank followed suit—the latter also from Moorgate. Who goes next? Some other American banks are even looking in the opposite direction, with schemes for moving their clerical staff down to the East End.

I asked Weston, a 44-year-old Englishman, what he thought might be lost by saying farewell to the City. Again the answer was one word: "Nothing." He believes that better telecommunications are fast reducing the personal element in a banker's daily round. On the other hand, UCB's new home will bring it closer to many corporate customers and Californians in West End hotels.

In asset order, UCB ranks fifth among Californian banks; just along the pavement in Moorgate and staying put—is the Bank of California, ranking seventh. Bancal was the subject of Standard Chartered's abortive bid last year and, incidentally, has gone through a remarkable upheaval since then. Its entrepreneurial chairman, Chauncey Schmidt, has



"Personally, I welcome another Danish invasion!"

pushed up net income in the past two years from \$2.7m. to \$2.2m.—in large part by selling off 30 loss-making branches on the West Coast. So it looks as though Lord Barber missed a good thing when he failed to get Bancal. But Chauncey's mettle will be fully tested this year when he has to put the new assets to work in a depressed economic environment.

Unsure shell

If Scottish nationalists can draw their eyes away from the Devolution Bill, they might well look at what could happen to day to a monument of their history. Seven miles outside Edinburgh stands Marston, an 18-roomed mansion built in 1724 by William Adam, father of Robert Adam, but the Midlothian district council wants to serve a notice to pull it down as dangerous. True, the Georgian magnificence of Marston was marred by a fire in 1973, and subsidence caused by coal mining has not improved matters. But the shell of the

house is a famous landmark, standing high above the North Esk river. Demolition is opposed by the Department of the Environment and various bodies concerned with historic buildings. But the council wants to decide today to press on with its plan. The alternative would be to make Marston a "safe ruin" at a cost of £14,000—with which the Council Board might help. The person most reluctant to see the mansion pulled down is the owner, accountant Archibald Stevenson, who now lives in a caravan. Why did he not rebuild after the fire? "I must admit my fire insurance was exceedingly small," he says sadly.

French with tears

The Junior British Commissioner, Christopher Tugendhat, is not playing the Brussels numbers game by the rules. That, at least, is the feeling of H.M.'s diplomats in Brussels, who are seething about Tugendhat's appointment last week of a Frenchman, Gerard Imbert, to head the Commission's banking and insurance division. Imbert replaces a Bank of England nominee, Robin Hutton, who has returned to the City; the British Government had come to regard this post as an established slot for a Briton.

Tugendhat says Imbert was appointed simply because he was the best man for the job, although there were rivals sponsored by the Bank of England and the Treasury (both happened to be named Cooper, which may have been misleading). Imbert has risen through the Commission ranks, and Tugendhat, as the commissioner in charge of personnel, is keen to improve the careers prospects of his Eurocrats, often at having national appointments "parachuted" in over their heads.

complaints that of the top "A grade" posts, she has only 14.8 per cent., while France chalks up 19.5 per cent., Germany 18.5, Italy 18.1, and even little Belgium, 13.6.

A remedy that British diplomats suggest, among others, is that when it comes to making room for the Greeks, Portuguese and Spanish, non-British Eurocrats should get the chop first.

Counting heads

David Steel, the Liberal Party leader, yesterday scored off colleagues of all persuasions when he told the London Society of Accountants: "The unending activities of politicians are the reason accountancy is a growth profession." Or perhaps he was just reminding the society to show a proper sympathy for Westminster—which is currently grappling with a chronic shortage of accountants in government departments. It happens that a Press communique was sent out yesterday by Whitehall to announce that 17 civil servants have passed various parts of the Institute of Cost and Management Accountants examinations. Hats off to the team from the Royal Army Pay Corps which is drilling civil servants in the accountancy arts.

Silent majority

On the train from Waterloo to Winchester at the week-end, a denim-clad teenager was filling the compartment with the sounds of Radio 1 from his transistor radio. After 20 minutes he turned to a companion and asked: "What's your favourite station?" An elderly woman sitting in the corner with a book spoke first: "It's the one you get out at."

DSO, MC, MM.



now, when he sees a clock, he hides

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Observer

Wednesday February 22 1978

QATAR

Under the firm leadership of its Ruler, Sheikh Khalifa, Qatar is treading a prudent path in its development policy and relations with the rest of the Arab world. Though oil resources are limited, the commitment to gas-based industrialisation is total.

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Richard Johns
Staff Editor

VE an idea of Qatar my readers must figure out miles upon miles of barren hills, bleak and red with hardly a single green shrub. The dry monotony of the landscape is broken by a ridge of low hills and a few scattered palm trees. This is the first impression of the state in 1963 when its wealth derived—as it very recent times—was from fishing and the sea. The bleak topography is the same, both the face of Qatar have undergone change after three decades of petroleum revenue, regularly unblended by the state's unseemly resources, the remains of one of the places on earth. Like many capitals of the Gulf, it looks like a vast, flat, but by comparison Doha or Dubai—and no graceful features—ke an ungraciously urban still awaits implementation of a master plan. Perhaps is typical of the state in one vital respect: its ambitious industrial programme — the

Emirate has proceeded with relative caution and deliberation on its development path, taking its time and concentrating on essentials, under its canny and wise Ruler, Sheikh Khalifa bin Hamad al Thani. Unlike his peers in the Gulf, he is not concerned that he does not have a prestigious airport terminal. His approach towards the disbursement of oil revenues has been very much in character with Qatar's reserved, almost introverted, but very prudent personality. A peninsula jutting prominently out from the Arabian mainland, Qatar remains something of an island unto itself, still the most anonymous and least known of the oil producing states of the Gulf.

Qatar's petroleum resources, however, have inevitably drawn it into the mainstream of political and diplomatic life beyond its immediate Gulf environment. The State's indigenous population, which is estimated at little more than 50,000, is rated third in the world in terms of per capita income of \$11,400. It is still classed, somewhat misleadingly, by economic forecasters as one of the four members of the Organisation of Petroleum Exporting Countries which will be in endemic surplus for the indefinite future.

Perspective

In this respect Qatar should be put in its right and modest perspective. It was the first producer to join OPEC after its establishment by the five founder members, but its production is less than 2 per cent of the total and proven reserves proportionately only a little more. At present rates of output the oil wells will run dry by the turn of the century. Oil revenues, now running at about \$2bn, are more than enough to cover budgetary spending, which is limited by absorptive capacity, but after aid disburse-

ments and contributions to various pan-Arab projects the State's fiscal surplus last year would only have been in the region of \$250m.

Since the oil price explosion of 1973-74 about 15 per cent of Qatar's income has been spent as aid. With only limited resources available and big long-term commitments on the domestic front, Sheikh Khalifa has made it a policy to distribute funds through multilateral channels, justifiably resisting importunate calls on his exchequer by individual lesser developing countries. The heavy calls made upon the Arab producers by the summit conference at Rabat in 1974 would have been mainly responsible for the fact that the outflow of grant aid by Qatar was the equivalent of \$225m, or 12 per cent of total revenue in that year. Its share of the \$2bn capital of the Gulf Organisation for the Development of Egypt was set at \$400m, the bulk of which would have been disbursed in 1977—amounting to 20 per cent of one year's petroleum revenue and 10 per cent of GNP. Qatar, too, has taken a stake in the Cairo-based Arab Industries Organisation, the project designed to give the Arabs and Egypt, in particular, an arms manufacturing capability.

Even if Qatar wanted to remain in isolation from the cross-currents of the Middle East, it could not. As it is, the commitment to GODE highlights what the Emirate feels to be its

vested interest in President Anwar Sadat's survival as leader of Egypt and the continuation in power of a moderate regime in Cairo, the hub of the Arab world. Sheikh Khalifa's known concern on this score reflects the more intense and meaningful preoccupation of Saudi Arabia that the conservative forces should predominate. For his part Sheikh Khalifa is known to be apprehensive that if Mr. Sadat were to fall and be superseded by a radical successor, the conservative regimes of the oil producing States, including his own, would be endangered. Relations with Egypt are close and good. Thus, Qatar—like Saudi Arabia, Kuwait and the United Arab Emirates—secretly wished Mr. Sadat well with his peace initiative but had the same misgivings about the rift in the Arab world caused by it and fears about the possible consequences of failure.

Questioned on Mr. Sadat's initiative and speaking on behalf of the Government, Mr. Issa al Kowari, Minister of Information, predictably stressed as conditions for a settlement Israeli withdrawal from all territory occupied in 1967 and the restoration of the "legitimate rights" of the Palestinians. He added, "The State of Qatar is of the opinion that the failure to reach a 1978 at least, having fought for the Middle East into an abyss." Sheikh Khalifa recently felt sufficiently concerned to summon Western ambassadors and

urge them to tell their Governments "to take further steps to put an end to Israeli intransigence and to increase their efforts in giving more momentum to peace efforts in the area."

Since the ending of the treaty relationship with the U.K. in 1971, Qatar like the UAE has performed a considerable feat in orientating itself to the outside world. Traditionally, the Emirate has tended to look inwards to the Arabian heartland. As in Saudi Arabia, the puritan Wahhabite sect predominates, although Qatar is more liberal and does not apply the Shariah law in its full rigour. Nevertheless, the influence of its much more powerful and stronger neighbour is bound to be felt—for instance, the closure of Doha's only licensed restaurant and recently drafted legislation restricting women driving cars may have been unrelated to the Kingdom's feelings.

Freeze

Qatar is bound to feel Saudi Arabia's weight as the world's premier oil power. At the last OPEC conference it fell into the line with Saudi Arabia in supporting, however reluctantly, a price freeze for the first half of 1978 at least, having fought for a sizeable increase at the meeting which it hosted in Doha a year earlier. In retrospect, that seems to have been something of an aberration. With Iran opt-

ing against a rise and market conditions being what they are, it could be argued that Qatar had little choice but to join the "freeze alignment."

However, in general geopolitical terms Qatar has a common identity of interest with Saudi Arabia and, indeed, with the other conservative Gulf producers, with which it shares the common anxiety over "Gulf security"—the concept meaning mutual protection against subversion. Qatar is participating fully in the general consultation and co-ordination in the region. Harmony with its fellows would be more or less complete but for the residue of historical rivalry with the ruling house of Bahrain, which has left lingering the disputes over ownership of Hawar Island.

While Qatar is as security conscious as its neighbours, internally it presents a picture of untroubled tranquillity. In Sheikh Khalifa it has a formidable Ruler who took virtually full responsibility for the considerable degree of modernisation and development achieved before he deposed his cousin Sheikh Ahmed in the bloodless coup of 1972. Not until his accession was a full and proper Cabinet created. A man with a prodigious appetite for work, an acute financial brain and an ascetic style of life, Sheikh Khalifa is very much a chief executive who misses little or nothing of what goes on in his realm.

It was characteristic of his

caution and deliberation that not until last summer did he appoint as Crown Prince and successor his son Sheikh Hamad, who is also Minister of Defence and Commander-in-Chief of Qatar's Armed Forces (an unextravagant but efficient military organisation numbering some 20,000 men). Presumably some consultation with the elders of Al Thani ruling family took place. Yet there again Sheikh Khalifa remains unquestioned boss of his proliferating tribe.

Now there are said to be no less than 700-800 male members—all of them "sheikhs"—of the family, a privileged group which in itself constitutes a fair proportion of the 50,000 or so indigenous Qataris, a quarter of the 200,000 total estimated population. Like the UAE, Qatar is heavily dependent on expatriate manpower, which now provides more than 80 per cent of the workforce. Statistics for the private sector in 1977 (including the petroleum industry, though it is now nationalised and also admitted to be less than fully comprehensive) show Qataris filling only 5 per cent, or 1,500 out of the 30,000 jobs accounted for. Conversely, they are said to account for about two-thirds of 20,000 or so posts in the fast-expanding bureaucracy.

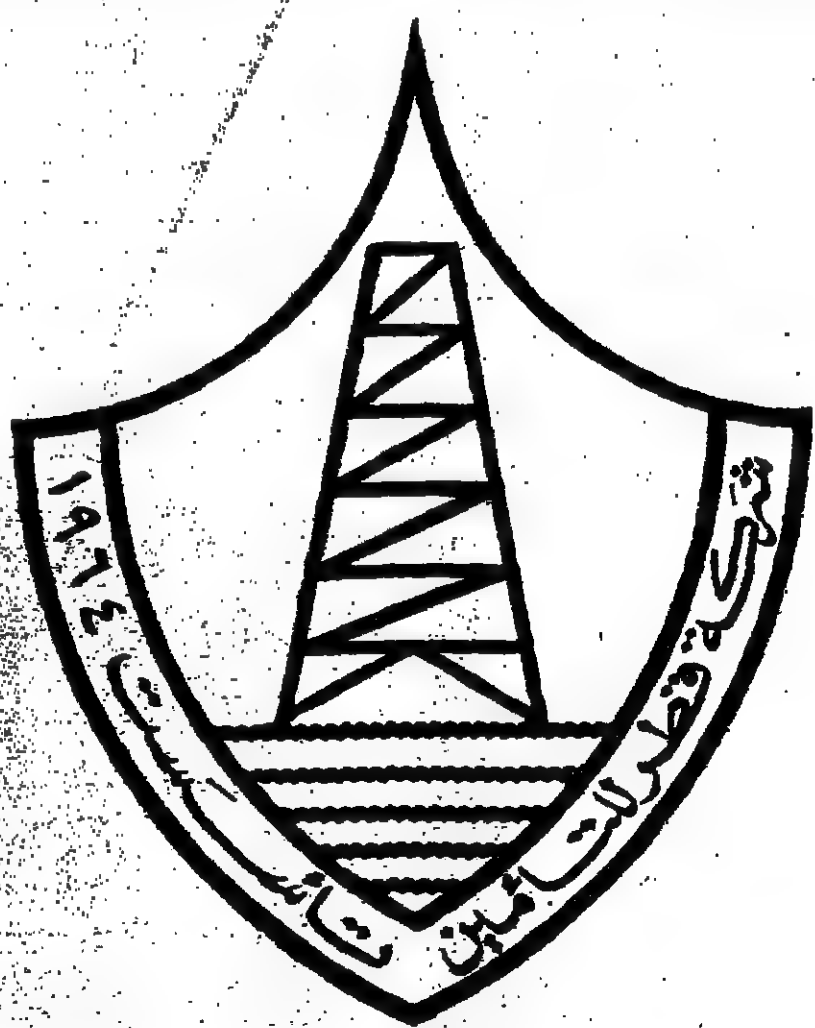
The Pakistani presence is 75,000 or more, a fact that has led the Government to tell contractors to recruit elsewhere and also led to the appearance of South Koreans, Taiwanese and Thais working on projects in Qatar. As groups Indians and "northern" Arabs each probably number 20,000-25,000. In addition to an Iranian contingent, there are an estimated 5,000 West Europeans and Americans fulfilling managerial, professional and technical functions. Despite the imbalance, there seem to be none of the social strains evident in

the UAE and Kuwait. Notably, the relatively small Palestinian community seems well-integrated and contented.

Dependence on foreign manpower and a proportionate increase in manpower can only increase as Sheikh Khalifa determinedly pursues his policy of industrial diversification. Clearly, he will in no way be deterred by this consideration as he aims to create alternative sources of income—not for that matter by the explosion which wrecked Qatar's first NGL plant last April. As early as 1969 Qatar's first fertiliser plant, now undergoing a doubling of capacity, began production using associated gas as fuel and feedstock. So, too, will the second NGL plant, the petrochemical complex and steel plant now being constructed at Umm Said, which will become a major industrial complex in the next two decades. Beyond these projects, meanwhile, Qatar's ambitions extend even further to light industry.

Criterion

By any criterion maximum exploitation of gas associated with production makes sense even if the economic viability, as well as social desirability, of major industrialisation may be open to question. However, as it relentlessly presses on Qatar can be assured that production can continue—together with the generation of vital water and electricity—long after the oil wells have run dry thanks to the existence of the enormous reserves of unassociated gas which are known to exist. It is too early to assess just how successful Qatar will be in sustaining economic activity and growth deep into the next century. At least, it can be said that Faigra would be astonished by the transformation of the Emirate if he were to return to-day—and even more so in 20 years' time.



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Economic expansion

at a gentler pace

QATARIS AND foreign residents who lived through the economic boom which followed the oil price explosion of 1973-1974 have recently witnessed an extraordinary spectacle. Berths have actually been vacant at Doha port where waiting times at the end of 1976 were three months or more and extended to lesser, though lengthy, periods up to the autumn of last year. There could be no more vivid evidence of the levelling off in the rate of growth which reached its peak in 1976 rather than in the other producing States of the Gulf.

The slow-down, undoubtedly, has been brought about deliberately by Sheikh Khalifa and his Government whose disbursements of oil revenue dictate almost completely the pace of economic activity, as well as 85 per cent of export earnings and almost as much of the State's finance. Application of the brakes gave a jolt to some in the merchant community as well as foreign contractors and consultants. Yet it would be a mistake to conclude that Qatar is in the midst of a financial crisis. Rather, having proceeded more cautiously than the other oil producing States and avoided some of the traumas experienced by them, Qatar has realised there are desirable limits to growth.

Policy

No official policy pronouncement was ever made but the decision to cool down the overheating was apparently reached in the summer. At the end of last July the Government suspended progress payments to many contractors, local and foreign. Concern about continued inflation—even though it has been running at a level much lower than the dizzy heights of 1975 (when a study by commercial banks showed it to be running at 43-4 per cent.) would have been one factor. Anxiety about revenue, as oil production plummeted in mid-summer before the realignment of OPEC's price structure,

would have been a second and more important consideration. The Government probably believed that the time was ripe for a reappraisal of priorities. In addition, the Ruler may have wanted to remind the local business community where the source of bounty and economic activity resides. Authority and fiscal control is still centralised and concentrated in the person of Sheikh Khalifa to the extent that even now he signs in person all cheques worth QR200,000 (nearly £26,800) or more. Moreover, planning, even down to the smallest project is his decision. Very much the chief executive, he has been cautious in the harbouring of and allocation of funds which are not, as some casual observers might suppose, particularly abundant or limitless.

In the wake of the oil price explosion Qatar, having been in the black to the tune of a modest QR184m. in 1973, recorded in 1974 a fiscal surplus of QR3.35bn. (nearly \$1bn.) at the latest rate of exchange. This fell to QR935m. in 1975 and QR782m. in 1976. At the end of that year the Government's accumulated assets (excluding the reserves held by the Qatar Monetary Agency as currency cover) amounted to QR7.99bn., the equivalent of \$1.62bn. at the exchange rate then prevailing.

The amount would have been significantly larger if it had not been for the grant aid extended to the Arab confrontation states following the agreement at the Rabat summit conference in 1974, and other assistance extended for the most part on a multilateral basis. The surplus was also reduced by subscriptions to various pan-Arab projects in which Qatar is participating. In the 1974-6 period grants and aid in various forms to about QR1.72bn.—about 18 per cent of total spending and 7.8 per cent of total revenue.

At the end of 1976 Qatar's declared reserves—those held by the Monetary Agency—were QR468m. and constituted only 6 per cent of the Government's assets. After discounting gold holdings and Qatar's reserve position with the IMF, 50 per cent of the balance was in deposit accounts and 46 per cent in bonds of varying maturities. The latter is deployed by the Qatar Investment Board and is divided into a number of portfolios believed to number 10 in all, or funds, spread across a variety of currencies and handled by a number of foreign banks. The high proportion of bank deposits, however, shows that Qatar's accumulated assets, which are by no means large in terms of its rising current expenditure and development programmes, should be regarded as a cash reserve rather than as an alternative future source of income.

Last year a decline of 11 per cent in oil production cancelled out the 10 per cent price increase set by Qatar at the beginning of the year along with the majority of members of OPEC. This contrasted with a marginal rise in total OPEC output. Nevertheless, despite the fact that exports fell short of what had been expected the Government did not reduce the premiums on its quality crudes which are reckoned to leave them over-priced compared with the similar varieties produced by neighbouring Abu Dhabi. Qatar also lost income from its NGL plant at Umm Said hydro-carbon based project

GOVERNMENT FINANCE

	1973	1974	1975	1976 (provisional)	1977 (budget)
Revenue	1,719.7	2,318.3	2,134.7	2,810.8	3,546.1
Oil	1,615.3	2,052.3	1,823.3	2,262.9	3,133.0
Other	104.4	266.0	311.4	547.9	413.1
Expenditure	1,352.1	2,463.9	2,432.0	3,315.8	3,827.4
Current	1,128.5	1,529.6	1,529.6	2,306.9	2,821.0
(Grants)	(370.4)	(552.0)	(552.0)	(306.9)	(421.0)
Capital	223.6	934.3	902.4	1,008.9	1,006.4
Net lending and equity participation	183.0	999.3	1,766.8	2,124.4	2,721.0
Surplus	184.6	3,555.6	935.9	782.3	-2,892.3

Source: Qatar Government.

BALANCE OF PAYMENTS ESTIMATES

	1975	1976
1 Merchandise trade	5,333	5,676
Oil exports (fob)	6,922	8,443
Other exports (including re-exports)	201	287
Imports (cif)	-1,800	-3,060
2 Services and private transfers	-891	-1,378
3 Current account surplus (1 minus 2)	4,442	4,298
4 Capital and official transfers	-2,074	-2,031
5 Change in reserves (minus sign indicates increase)	-2,368	-1,261

Source: IMF Staff estimates based on information provided by the Qatari Authorities.

utilising flared gas, on such a basis.

Mr. Issa al-Kawari, Minister of Information, said: "Reports of delays in payments are groundless because we do not have any liquidity problems and contractors do get their money in due time." Indeed, cash is flowing to them again—even if there are some concerns under-taking work for the Government who were still awaiting fulfilment of obligations outstanding as far back as the last summer. At the same time Mr. Kawari rejected as "sheer speculation" the suggestion that the rate of state expenditure is slowing down. He pointed out that the budget for 1978 has been set at QR5.28bn., a rise of 13 per cent over the QR4.72bn. estimated for last year.

There is a presentational aspect to Qatar's budget and actual spending remains a somewhat obscure subject. However, analysis of even the published version shows that no new projects will be started during 1978. The latter has been reduced from the QR5.16bn. estimated for 1977 to QR5.10bn. The main priorities are electricity and water, housing for senior civil servants and the Ruler's Office including the Industrial Development and Technical Centre which handles the budget for the big projects and is also responsible for diversification into smaller ones. Plans for an export refinery with a capacity of 150,000 b/d have been shelved for the time being and there has been no more talk recently of an aluminium smelter. Sticking to essentials, Qatar is this year going to digest

projects already in hand. Determination to press ahead with industrialisation, at all costs is fundamental despite the great problems encountered in the fertiliser plant which after four years is at last operating at something like full capacity and the setback suffered with the NGL 1 plant which the Government intends to rebuild as soon as possible. Harvesting and obtaining a return on associated gas being flared are going to waste is an obvious imperative. Sheikh Khalifa made the decision that as much as possible should be utilised for processing gas fuel and feed stock in the state itself even though the viability of a project like the steel mill is open to doubt and the programme faces the problem of manpower going beyond the limits of the Government's planning. The Government is planning the light industry in which it has the private sector will participate. At present the IDZ with the assistance of French consultants is studying plans for a range of projects including not only the processing of ethylene from the petrochemical complex and building materials (for which the local market would undoubtedly provide a profitable outlet) but also foodstuffs and other consumer goods. Qatar already has a well-established cement plant and four mills.

Implications

Whatever the social and demographic implications, Sheikh Khalifa can pursue his industrialisation plans knowing the State's economic future not dependent upon the limited oil resources and the depletion of gas reserves in particular. The main tapped are the non-fossil fuels in the huge structure of the north-east of the peninsula which promises to be the biggest fields ever discovered. These promise to provide the big projects and is also responsible for diversification into smaller ones. Plans for an export refinery with a capacity of 150,000 b/d have been shelved for the time being and there has been no more talk recently of an aluminium smelter. Sticking to essentials, Qatar is this year going to digest

Richard Joel



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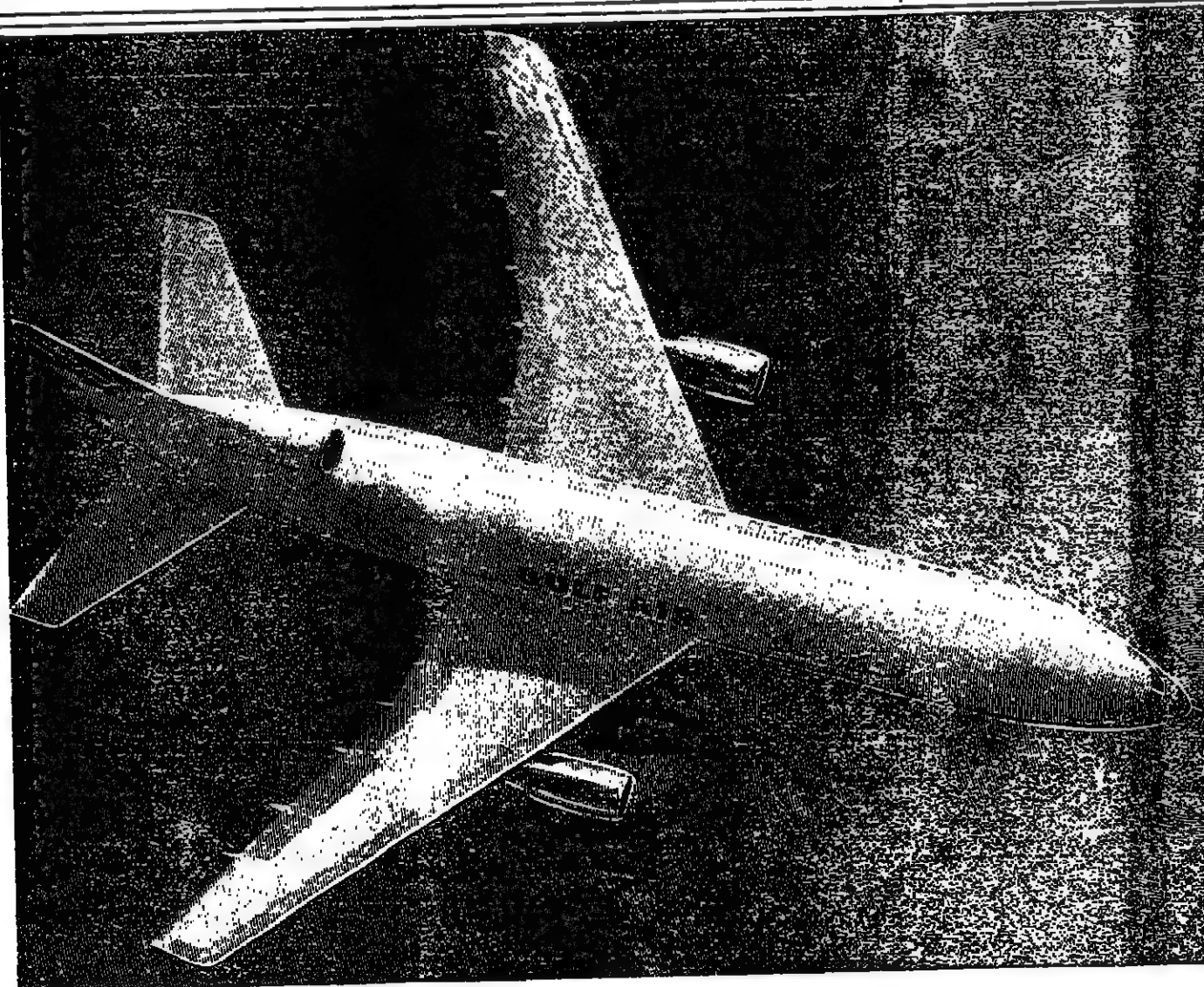
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Business growth slows down

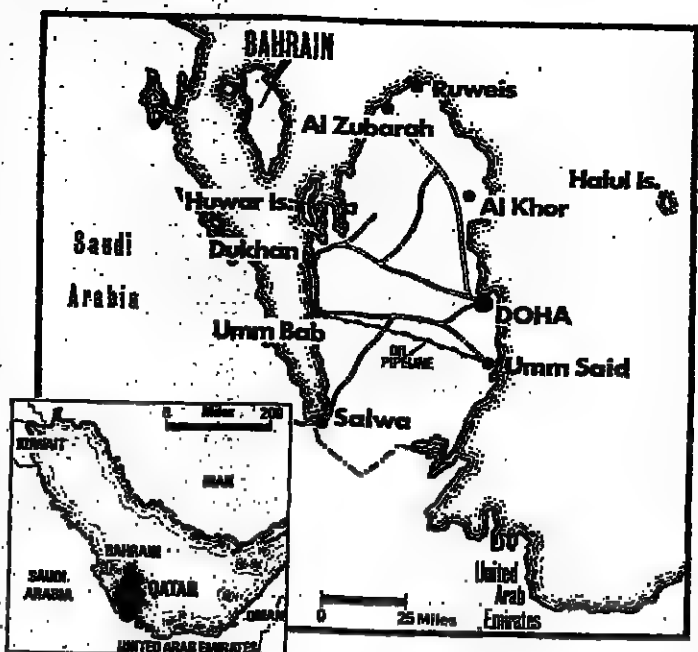
coming months of 1978 seems set to enter a slow growth, which in these days is referred to as "a recession". In the past the Ruler has sub-cut back the rate of expenditure, for a of reasons discussed in elsewhere in this survey, but that he is anxious to see closer control over his State is developing everyone else in Qatar, even worried about it it may also be that in State came alarmingly expending.

er the reasons, the cut-back is certainly cause a dramatic a the growth rate of sports, estimated last have been running at which some \$230m. Britain. It may even terms of quantity, as to value, Qatar's 1978 will be almost sharp contrast to the 12 months ago, when a waiting for several and they could unload, ears that Doha port is somewhat below

will be that Shaikh 11 come under Presi- members of the nity to change his he al Thani's being more involved in an the other ruling of the Arabian of Many of the furthermore, are in their business on land sales and on sions they stand to representing foreign which the Govern- selling either as con- as suppliers of arms ems of equipment.

part the merchants, some members of a who have establi- lar businesses of a States. Furthermore (add: in type, seem content this respect Qatar is exactly the government's policies, same as other Middle Eastern they say that they countries) companies will and 1—which is a rather that once they are established ing. In a state which in Qatar they will retain a good 11 and is still ruled sion of the market for years, 1. In the traditional regardless of whether their ple feel that it is agent goes into a decline or business to express their products are superseded am than they do in by better models from competi- tional democracies of

and there are the as that merchants caught with big their hands, while they themselves y agencies or declin- the large-scale deals ants will now have over watch on over- come, who were in a profit enormously shortages caused by the past three years, the passing of the ways in which the different fits one made in hotel accommoda- ng materials and lost their dynamism and are s the consideration which new merchants give an of inflation, which outward appearance of having out the alarming, being extremely energetic, while one involved in con- in reality the partners are not e finding that they inclined to put in tedious n money back into routine hard work (this being



their businesses. Overall it a common fault among the younger generation who are often much more impressed by travel and by making deals than they are by administration; and which groups have taken on a lot of new agencies but have owners who are disinclined to delegate and so are being throttled by too many small decisions having to be referred to the top.

The process of making a decision is complicated by the fact that Arabian merchant groups seem to have rather shorter cycles of rise and decline than do Western corporations—a feature which ought to be predictable in a society which thinks and operates much more in personal than in corporate terms.

Among the bigger trading houses in Qatar at present, the dominant name is Ahmed Manal, who keeps a reasonably low profile but has a good, well-paid and loyal staff, and is generally long-term orientated in his approach to business. At present Manal is building a huge and very modern maintenance depot to service the GM models he sells.

Compensating

From the exporter's point of view, the major compensating factor is that Qatar is somewhat neglected by Western business- men and is much less competi- tive than the other Arabian oil States. Furthermore (add: in type, seem content this respect Qatar is exactly the government's policies, same as other Middle Eastern they say that they countries) companies will and 1—which is a rather that once they are established ing. In a state which in Qatar they will retain a good 11 and is still ruled sion of the market for years, 1. In the traditional regardless of whether their ple feel that it is agent goes into a decline or business to express their products are superseded am than they do in by better models from competi- tional democracies of

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Expanding

Two other fast expanding groups are owned by the young and energetic Shaikh Khaled bin Mohammed bin Ali, who has the Khaled Trading Company and KEMCO (the Khaled Electrical and Mechanical Company), and his uncle, Shaikh Ghanim bin Ali, who is known as a major land owner. Shaikh Ghanim, who like Shaikh Khaled is good at hiring able management and delegating responsibility, is building a shopping centre (for which Jashanmal, the Bahrain depart- ment store, has the manage- ment contract), and a Ramada Inn hotel. Apparently the hotel management company was par- ticularly impressed by the fact that Shaikh Ghanim is the first man they have dealt with in the Middle East who has approached them having already carried out soil surveys on site.

Among the other well known Qatar names, Ali bin Ali, Shaikh Nasser bin Khaled and Jasim Jaidah are big and well established. Al Mana and Sultan Saif al Essa (running Al Nasr Trading) are well established, and in the former case, very big, but not notably aggressive any longer; and Darwish, the name that virtually monopolised business in Qatar in the 1950s, while exerting considerable political influence as well, is now undergoing a resurgence after a period of decline. The original company, Kassem and Abdullah Sons of Darwish Fakhroo (owned by three brothers, Kassem, Abdullah and Abdel-Rahman) has been partially split, leaving Darwish Engineering, the Oasis Hotel, Qatar National Tours and the Darwish Travel Bureau with the original owners, Darwish Automobiles (Flat) and Qatar Cold Stores with Abdel-Rahman, and the Modern Home department store with Abdullah. Kassem's company, Kassem Darwish Fakhroo and Sons, now has the trading agencies, and has recently established its own mechanical and electrical contractors, and a prefabricated housing factory.

Apart from the basic require- ment for a good agent, the keys to success in the markets of Qatar and the rest of the Arabian Peninsula are, first of all, delivery. Arab buyers are extremely impatient. They will ask the agent if he has, say, a particular car in stock, and then if he hasn't will not place an order but will go away dis- appointed, forget the matter for a month, and then come in again with the same question. In other words, once people have made up their minds to buy something they want it immedi- ately. If they can afford it, therefore, it pays to maintain large stocks (as Alghanim the GM distributors do in Kuwait), but if this is impracticable it is important that the distributor

should at least be kept regularly stocked.

The other major requirement for success is a good service operation. In a severe climatic environment, where machinery will suffer from heat, dust and saline humidity, and in a society where people are not mechan- ically minded and will mistreat and neglect to maintain mach- inery, good service is vital. It is also precisely because people are not mechanically minded, and because merchants have traditionally shied away from making long-term investments in facilities as opposed to short- term investments in stock, that distributors tend to have very poor service operations. Agents that are exceptions to this rule, and principals such as Komatsu in Saudi Arabia who have estab- lished their own service opera- tions, have invariably estab- lished leading market positions.

Another interesting aspect of the hostile physical and social environment is that the mech- anical products that sell well are often those which are either cheap and discordable—as Arabians believe Japanese cars to be—or exceptionally strong, as are Mercedes vehicles. In Arabian conditions a small car driven fairly hard and fre- quently will last only a year.

Quite apart from their ob- vious practical importance, good service and delivery have to play a major role in the distri- butor's advertising, because until recently the only form of advertising, other than boards beside the road, was word of mouth. And even to-day, with a population which is not totally literate, relatively few and not particularly widely read news- papers, very limited time for advertising on television, and a large part of the market which does not speak Arabic, a prod- uct's reputation is still much more important than the formal publicity it is given. (This, of course, accounts in part for why a favoured brand will establish such a powerful position in the market, and retain its position for years in the face of superior competitors.)

This point, linked with the importance of good delivery and service, is well illustrated by the story of what is probably Qatar's biggest marketing suc- cess—Peugeot motor-cars. The story also shows that in a rather unregulated and free-wheeling commercial environment such as Qatar, one can get away with practices which the authorities and the Press might take excep- tion to in more developed socie- ties.

Service

In 1965 and 1966 Omas Al Mana, the Peugeot agent since 1959, broke into a market dominated by Opel and Austin by building up a good service operation and a really large stock of spare parts. His com- pany announced that should anyone bring their car in for service and have to leave it in the garage for lack of parts, that person would be paid QR80 per day. Naturally, the word went round the souk that this was an idle boast; so although in most cases the company had the spares that its customers needed, it decided to keep a number of cars in its garage for longer than necessary just so that it would be forced to start paying customers their 80 riyals. The scheme was especially attractive to taxi drivers who would normally lose money when their cars were laid up, but who could now earn more in a day from a Mana than they could from their normal business.

To reinforce its good reputa- tion the company gave taxi drivers a bonus for introducing new customers, and began pay- ing some of them QR200 per month in return for them stationing themselves at the air- port and the hotels and giving their cars a good plug to pos- sible customers. The taxi drivers were also kept well stocked with Peugeot brochures. Thanks to these methods, and a delivery system which in- volved the cars being shipped to Latakia and then driven down to Qatar on the company's own transporters (rather than being shipped round the Cape), A Mana gradually took over al- most the entire taxi market. He was further helped by the fact that his mechanics were trained in Europe, that Peugeot cars were strong without being ex- cessively expensive, and that they had a high ground clearance—which is now slightly less im- portant in Qatar than it used to be. By 1970 the company had built up a 30 per cent share of the overall market. And even to-day in the face of fierce com- petition from the Japanese, Peugeot retains an 18 per cent market share. Most Govern- ment expatriate staff (includ- ing teachers and doctors) seem to buy Peugeots with the interest-free car loans they are given—and a lot of the taxi drivers have remained loyal.

Michael Field

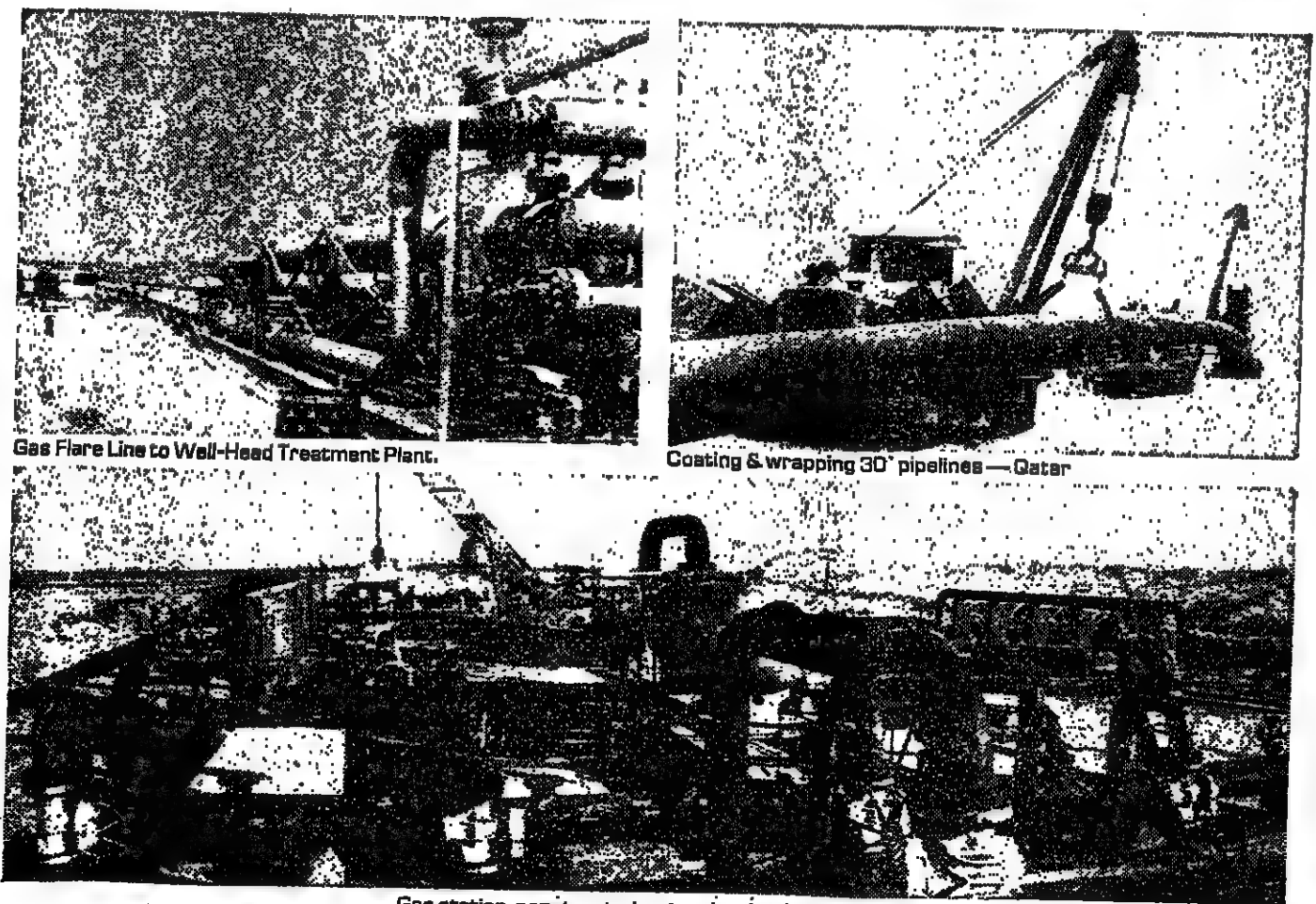
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QATAR IV

Banks settle down

QATAR IS probably the last Gulf Emirate where the classic British banking system, complete with interbank agreement on interest and commission rates, still flourishes. But things are changing, albeit slowly.

Change is being stimulated partly by competition from the growing offshore money market in neighbouring Bahrain, partly by the increasing role of the Qatar Monetary Agency in its glossy new building and partly by the evolution of the business community itself.

Competition from the 40 or so operating offshore banks in Bahrain has mostly been felt in the larger letter of credit business. As often as not the Qatari importer has been recommended to try a Bahrain offshore banking unit by his supplier, who may be a client of that bank at home. This has been especially true in the large capital goods field. It may result in rather more competition between Qatar's 12 banks after the new interbank agreement has been completed, approved and signed, probably before the end of this month.

Qatar's banks have also been involved in the recent exchange surges in the Gulf currencies before and after the revaluation. Speculation about a further slide in the dollar towards the end of January produced heavy selling of dollars into Bahraini dinars, then into Qatari riyals and finally into UAE dirhams before the three monetary authorities suspended their foreign currency buying operations. After the slight revaluation, which realigned the three currencies as one dirham-10 riyals or 10 dirhams and one dirham-one riyal, there was a further flurry of activity as money men took advantage of the varying interest rates between the three States, mostly buying riyals to lend in dirhams.

The 12 banks operating in Qatar include two Qatari banks, five regional banks, three British, an American and a French bank. A further licence has been granted to a group of Qatari nationals to start a thirteenth bank, but it is not known when, or whether, this bank will commence business. The Qatar National Bank is half-owned by the Qatari Govern-

ment, and it acts as a fiscal agent and depository for the Government. It does not have a monopoly of Government current account business though it does all the Government's banking and monetary data.

The Qatari Insurance Company still has a monopoly of Government business, much of which is big premium business related to the country's oil and gas facilities as well as its growing heavy industry sector. While QIC takes over 70 per cent of the total business, there are five agencies in Qatar: Arab Commercial Enterprises has an office, as does Arabia Insurance, National Insurance of Egypt, American Life and Atlas. It is unlikely that further insurance companies will set up in Qatar, although not all Qatari are happy with QIC's monopoly position, particularly for marine business. It is unlikely, too, that more foreign banks would be permitted (or want) to set up in Doha. The margins are good enough to tempt an international bank, comments one expatriate banker, but another observes that the local banks could probably not compete.

Assistance

The Qatar Commercial Bank is wholly privately owned but managed under a technical assistance agreement with the Chase Manhattan, which was the lead manager for Qatar's recent \$350m. borrowing. All the banks present monthly balance sheets to the Qatar Monetary Agency, which is gradually taking on more of the functions of a central bank. The QMA was set up in 1973 with the traditional powers of a full central bank. However, lack of both staff and premises has inhibited the agency from exercising its full powers. Until this year the QMA's business was confined to

the issue and redemption of currency and the maintenance of its reserve of foreign assets, to the daily quotation of sterling and dollar rates and the compilation of some basic banking and monetary data.

However, the QMA has now moved into spacious new premises on the Corniche along Doha's waterfront and it is beginning to recruit more staff. Economists, statisticians and foreign exchange staff have been hired and more are to come. The agency has just started a clearing house for the banks and also offers them a central risk analysis. Every two months the local banks report their customer liabilities (in code), the agency tops up the individual account's liabilities to all the banks and reports back.

Its founding law gave the agency powers to set reserve requirements, liquidity ratios, to determine interest rates and other conditions on loans and deposits and to impose credit ceilings on bank lending to the private sector. It also has the authority to audit and examine banks to ensure the soundness of banking practices in the community. However, until it is fully staffed, many of these functions are being handled by the Ministry of Finance.

As the banking business in Qatar is still relatively simple—and because the interbank agreement exists—it needs relatively little active supervision and management yet. Qatar is still very much a cash economy, one banker points out, and at the end of last year some \$144.5m. worth of Qatari riyals were in circulation. Given an estimated population of 180,000 that means some \$800 per head is lying around in houses and offices. The highest denomination note, at just under \$130, is the most popular. There were about 650,000 of them in cir-

Different

The business picture during 1977 was quite different. The year started buoyantly, a spillover from the rash of development during 1976. Money supply increased during the first half but slowed in the second half of the year. Advances to the private sector took longer to slow down—and the port had its busiest (as yet unquantified) year since the oil price rise. The difference was due to the slowdown in Government payments in the second half of last year, partly ascribed to a desire on the Government side to reduce the rate of inflation, which was running at over 30 per cent by the end of 1976. Leading bankers in Doha now put the inflation figure between 10 and 17 per cent.

Government payments are now coming through normally, depending on the priority rating of individual projects and on whether or not there are any queries outstanding between client and contractor. But bankers report that the business boom has died down and certainly the land speculation, which started in 1975 as development took off, has come to a virtual halt.

As part of its programme to settle its people and ensure they are adequately housed, the Qatar Government has set up a special lending fund administered by the Qatar National Bank. Qatari can obtain up to \$1.5m. interest free to buy themselves a house. Quite a few apparently took advantage of this but then promptly let the house to a foreign family. Qatari can also obtain a 15% loan, at 4 per cent, for 15 years to get themselves started in business. The rate for a prime borrower is 7 per cent, and the top rate is 9.5 per cent. Part of the escalation in land prices was also due to Government offered compensation, which prime areas can be as high as \$280 a square foot.

And as elsewhere in the Gulf the land and housing speculation has resulted in a number of unlet properties, some of which are still waiting for the boom of the boom. The bedroom Western style house could command a rent of \$3,000 a month. This is a breaking-but Qatari landlords are not compelled by the sale of bank loans to let at a cost. Much of the property, likely to sit on the market at the next upswing in the business cycle.

The private sector, bankers report, is getting better at managing its money, some of the bigger trade houses even having a treasury in fact if not in name. The increasing professionalism of contract procedure in Qatar, partly responsible for the increasing scale of business, companies that used to be a proprietor who kept balance sheet in his (usually pretty accurately) hands, now employ accountants.

Douglas Thom

New avenues of power

THE BIGGEST battery of the biggest turbines in the Gulf is being installed on a small spit of sand, Ras Abu Fontas, in Qatar to serve the smallest population of all the Gulf States. There are around 180,000 people in Qatar and the Government is spending \$515m. in three phases to install 13 turbines with distillation units to produce 600 MW of electricity and 40m. gallons a day of water by 1980.

In the next six months Qatar's director of electricity has got to add 95-100 MW to Qatar's existing power supply in order to meet the annual rate of growth in domestic demand. That is more than Qatar's electricity network supplied in the 20 years from 1952 when the first diesel generators were installed in 1972.

The Electricity Department is situated in front of this first power station, whose construction was commemorated by the creation of Electricity Street, downhill from Grindlays Bank and Cable and Wireless.

This rapid rate of increase in the power and water supply of Qatar is not only due to the country's increase in wealth after the oil price rise of 1973 but is also compelled by necessity. Qatar has no surface water at all and limited supplies of fresh drinking water from underground reservoirs. The growth in the water and electricity supply is the major constraint on all other forms of development in Qatar.

The patterns of electricity demand in Gulf States are quite different from those of the countries where the turbines are designed and made. In the industrialised countries peak demand is normally in winter when the temperature is lowest because the electricity is used for heating. In the Gulf peak demand comes when the ambient temperatures are highest as electricity is used for cooling.

The variation in demand between the low point in winter and peak in summer is tremendous. Last summer Qatar's Electricity Department noted that peak demand was 237 MW. It had fortunately planned capacity to supply 250 MW, but the margin was uncomfortably close. The winter demand in 1976 was 50 MW. But since water is in demand all year round, although with an increase in summer, desalination capacity is inevitably related to the base demand. This inversion of the former norm places a strain on the turbines which have to be cooled—a difficult problem when the ambient temperature is around 48 degrees C. However, it makes for ease of maintenance in winter. There is a problem also with the underground cables, as the hard rock in which they usually have to be laid is not a very good disperser of heat. The cable trenches, therefore, have to be filled with material brought from elsewhere.

Qatar now has four power stations, three of varying ages, completed and working and one, Abut Fontas with Phase I complete, Phase II nearing completion and Phase III just begun. Consultants for the Ras Abu Fontas power and water complex is the British partner, Ewbank and Partners, who first came to Qatar in 1974, with Charles Haswell and Partners supervising the civil works.

The presence of Ewbank through all three phases of Ras Abu Fontas is one of the few consistent elements. The project as a whole reflects Qatar's catholic purchasing habits, which can also be seen in other State projects. The now complete Phase I of Ras Abu Fontas was started in 1975 when the joint venture between a West German contractor and a Qatari company Zuehlbin-Nasali started on the construction work. The turbines for Phase I were supplied by the West German firm Kraftwerke Union, but the associated distillation units came from the Italian SIR company. The two turbines are now producing around 100 MW, and the average production of each of the distillation units is 4m. gallons a day.

Capacity

The distillation system used is the standard "acid cleaning" one, and when a product called Belgarde EV is used as the chemical the distillers' capacity could reach 5m. gallons a day. The seawater intake pumps were supplied by the British firm Weir Pumps. The electrical work was done by the British contractor Parolle (Reynolds, Parsons) and the switchgear and transformers came from the Swedish company ASEA. (All the companies supplying Ras Abu Fontas have local agents.)

The distillation units are usually attached to the power stations in the Gulf because they can be powered by the waste heat from the electricity generating turbines. This raises the efficiency of the power station to 60 per cent, as opposed to the more normal levels of 30 per cent. And while the turbines are powered by gas or crude oil in an oil-rich State, efficiency of operation is still considered desirable.

The power generation part of Phase II at Ras Abu Fontas is scheduled for completion in August this year. Four further turbines are being installed, one of which is available for generation. The second is undergoing reliability tests, the third is being commissioned and the fourth is under construction. The turbines for Phase II were supplied by Mitsubishi of Japan. The factors influencing the choice of turbine supplier not only include price and reliability, but also availability—Ras Abu Fontas is on a very tight schedule.

Two months behind that of the first sizeable contract to be awarded in Qatar to a South Korean company. It was seen that Qatar in company with the other Emirates of the Kingdom of Saudi Arabia is looking to the Far East for certain contract work where the western contractors, the completion date for Phase I, the largest part of the at complex, is 1980.

Phase III consists of six lines, each with a capacity of 50 MW, and the distillation units with capacities of 4-6m. gallons a day each plus two black start units. The two distillation units are to be supplied by Kraftwerk Union, other two by Mitsubishi. The two distillation units are to be supplied by the same contractors as before.

The 1975 State budget, Daelim responsible for the video over \$100m. for external foundations. This contract, at the water distribution network, was a rough value of \$84m. was the sewage works and

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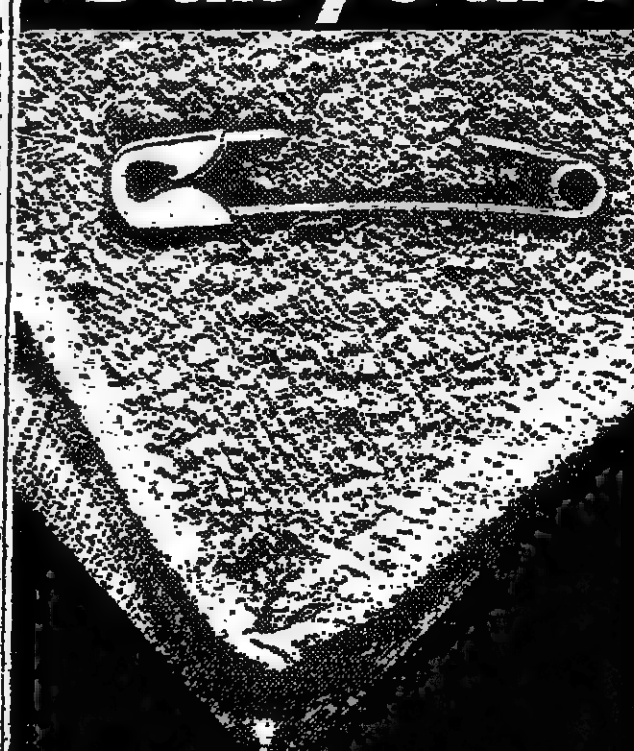
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Towards better farming

the improbable dream of oil money, the agriculture in the arid of the Gulf seems the

able of all. The visitor flies in over a long and rocky, which is north into the Gulf. Nothing so much as a

side of a pan- yet from that un- soil— come enough to meet the needs of

an 1 per cent. of 00 plus square miles. It is a people of agriculture, as 3 per cent. of the

the country. The certain basic foods close to the heart of the

the Qatari budget set \$7m. for a variety of projects, including the

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Like its Bahraini sister company, it fishes along the coast of Saudi Arabia. Qatar National Fishing also, at the request of the Government, operates one fishing vessel whose catch of

and are regarded as such by their owners. The number of gardens reached a peak in 1975 of over 450 but has dwindled to nearer 270 to-day with an average size of 10.5 hectares. While the results of this market gardening seem more than admirable to the

average Qatari consumer, its future in the present form is doubtful. The system of land tenure, land management and, most critically, water use are far from favourable for the future of agriculture in Qatar.

The Qatari authorities are aware of this and in 1975 requested the United Nations Development Programme, through the Food and Agriculture Organisation of the UN, to undertake a study of the whole problem. Water is the

major constraint on all development in Qatar and a report "Integrated Water and Land Use" has recently been presented to the Government. While the Government is investing in vast desalination capacity (linked to its electricity supply programme) it has limited and rapidly diminishing natural

water resources. The Government is planning to reduce domestic consumption of this water, which is used to give "flavour" to desalinated water, and reserve its use for agriculture alone.

The conclusions of the FAO report, after setting out all the factors against successful farming in Qatar, are moderately optimistic. Work is now being done on the coast and time is being taken to implement the proposals. Given better management of land and water, the

Qatari food production net surplus for the could be considerably increased. However, the owners of the 15 gardens will have first to be encouraged to take farming more seriously, so that they will make the necessary investment

in machinery and training to get better returns. It has been estimated that owners of relatively well managed gardens can get a return of about 5 per cent. on their holdings, which in no way compares with the returns from the traditional business of trading or the new business of property development. The ordinary Qatari has little interest in cultivation within his own backyard beyond perhaps a patch of alfalfa for the animals and the traditional date palm for shade as well as produce. Those who do own fertile land on any scale and so have grown gardens for themselves are largely weekend farmers. The gardens are used as a source of produce for the domestic table and as a place for Friday picnics and seem seldom to be thought of as a commercial enterprise.

The land is very seldom farmed by owners, and the same type of absentee landlord system as prevailed in Britain of the 19th century exists to-day in Qatar. The gardens are either run by managers or, in the case of about a third of the total, by tenant farmers. The farmers are mostly Iranians and Palestinians (with one distinguished English public school exception) who employ around three to five labourers, mostly from the Indian sub-continent.

The land on which they work is scattered in a series of depressions (the brown patches on the pancake) which over the centuries have accumulated moderately deep layers of clayey soils. In their unused state these patches are quite fertile, but the Gulf style of irrigation, periodic flooding of the growing beds, together with the nature of the soil and the harsh climate, quickly exhausts the land. In the past gardens have simply been abandoned as their yield dropped because over-watering has made the soil

saline. The rate at which gardens are abandoned is also influenced by economic activity elsewhere. Most of the labourers can get much higher wages in town during upturns in the construction cycle.

There is very little fixed capital on the average Qatari garden, although it must be pointed out not all forms of Western mechanical farming are suitable. The FAO study suggests the total value of plant and machinery on a typical farm might be around \$35,000, just under \$25,000 of that in machinery such as pumps, the boreholes themselves and small items of farm machinery. Virtually all investment on the gardens is made by the owners, with occasional assistance from the Government, and, unless the owner is particularly interested, the level of re-investment is fairly low.

Tenant farmers themselves do not usually have the spare cash to invest in new machinery or to make serious repairs, and there is as yet no formal agricultural lending agency. Imported farm equipment such as mechanical ploughs are highly expensive and, as with other forms of machinery in the Gulf, the spare parts service leaves something to be desired. In any case the farmers seldom have the experience to buy the correct modern machinery for their land. Add to this the relatively cheap labour from the sub-continent, and farming in Qatar remains a labour-intensive business.

The main crops grown at present in Qatar's gardens include tomatoes, carrots, onions, lettuce (almost all cos),

radishes, cabbages, cauliflowers and beans. And if the produce in the vegetable market is representative of the gardens' output generally, these Qatari vegetables seem to be on an American scale, large and succulent. Other kinds of vegetables have been grown successfully on the experimental farm, but in some cases the Qatari public has yet to get used to them. These vegetables are produced over the winter months, and a variety of melons are grown in the summer. Experimenting with fruit trees continues, the grape vine seems to be able to adapt to the territory.

Lack of marketing knowledge on the part of the farmer, abetted by the personal whims on plantings of the landowner, make for seasonal shortages and glut, leading to wide fluctuations in price and a consequently lower return per crop. Lack of local packing facilities prevents exporting from being a serious answer to times of glut, although Qatar does export some of its produce. Cultivation is limited to the October-May period because of the harsh climate: during July to September the temperatures can exceed 42 degrees C, with very high humidity levels, and these months follow on a period of constant, desiccating winds. The mid-summer heat and the salinity of the water combine to "burn" any produce that touches the ground.

Constraint

The absence or presence of water, and its quality, is the major constraint on Qatari agriculture. The country has no surface water at all and only a limited supply of fresh water underground, principally in the north although there are a few very brackish wells in the south. And since the mid-1960s Qatar has been drawing more water out of the ground than has been seeping back in. Peak rainfall is a little over 50 millimetres a year. The rapid rate of depletion of the northern reservoir in particular could accelerate its deterioration, as drinking water. This particular reservoir is in the form of a "lens" which floats on a deeper reservoir of saline water: as the sweet water gets drawn off the saline water rises, but in much greater proportion.

It has been estimated that the cost of sweet water when pumped out of the ground is around QR0.05 per cubic metre, for which the Qatari farmer produces QR0.60-worth of vegetables or other produce. Qatar is now seriously having to think of the returns on its investment in water. The country is spending over \$500m. on the associated power and desalination plant at Ras Abu Fontas, unfortunately rather far away from the main agricultural areas. Calculations have suggested that the use of desalinated water, injected into the underground reservoirs, would cost around QR2.00 per cubic metre.

Part of the educational campaign that will be directed at farmers over the coming years will be to use less water. Drip irrigation will be one suggestion made to the farmers, though it, too, has its disadvantages (the capital investment needed, for one), as will the use of wind-breaks to shelter growing crops and the use of trellises to keep plants from touching the ground. The general trend will be towards more intensive use of the land with concentration on low bulk, high value crops.

D.T.

Power

CONTINUED FROM PREVIOUS PAGE

further desalination units at Ras Abud power station. Some \$25.7m. was set aside for further work on the mains water distribution stations, extending the main pipelines from the desalination units and building dams and pumping stations. Completion of the Doha Um Said water pipeline was expected to cost around \$5.4m. Some areas in Doha itself are still supplied by water tanker, and the budget allocated just under \$13m. to expand water distribution with a further \$2m. plus for the construction of reservoirs at Ras Abu Fontas and Gharafa with associated pumping stations.

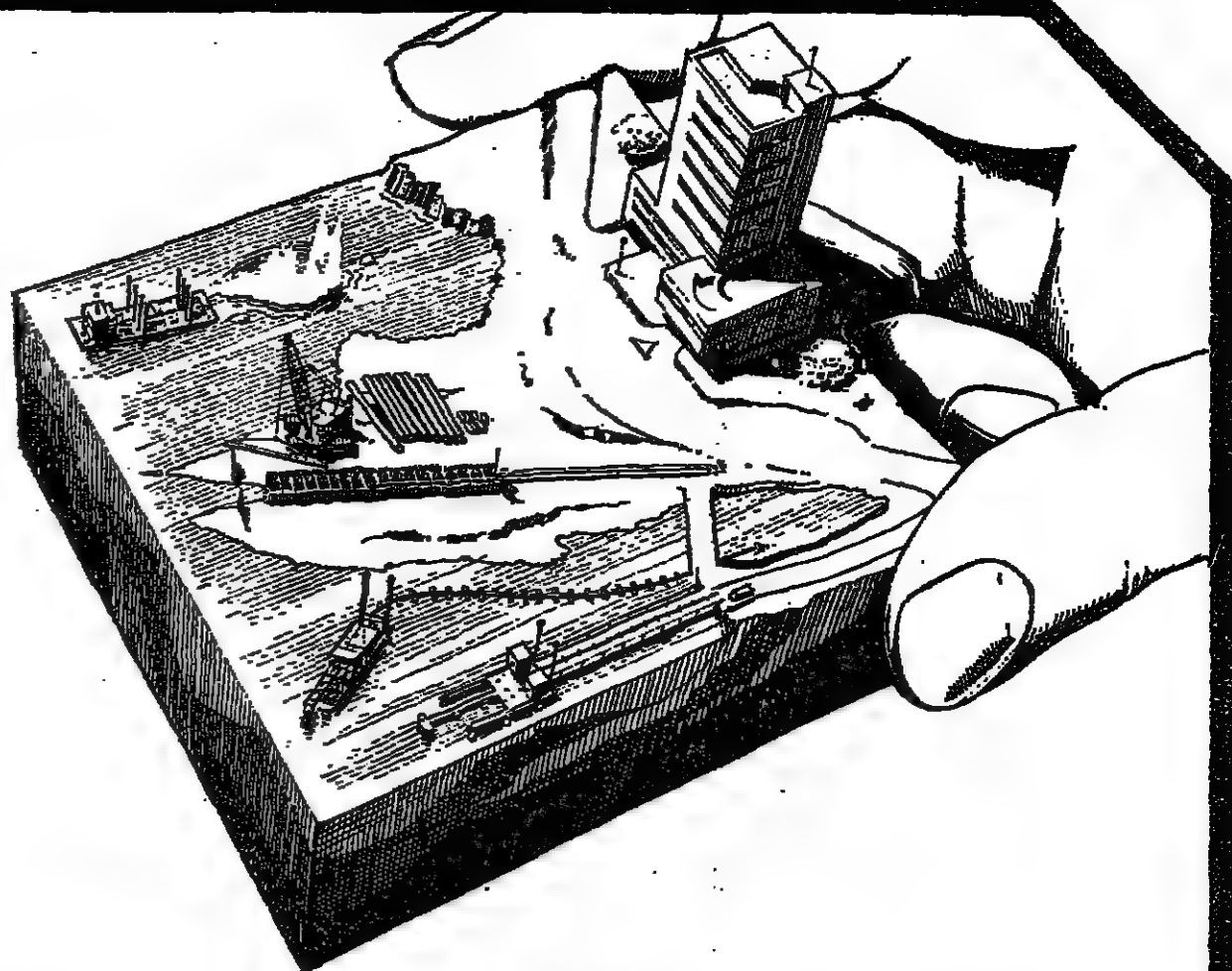
While Ras Abu Fontas was in its design and early construction stages, Qatar's first modern power station at Ras Abu Abud, which is rather nearer to the capital of Doha, was expanded. Five package-type gas turbines were added to the seven existing turbines, which were producing around 100 MW. Construction work started in 1974 and was completed for the summer of 1977.

These basic projects were

being carried out while the rest of Qatar's business was also expanding, with the consequent impact on the port at Doha. At its peak, waiting time outside Doha port touched 120 days, necessitating close co-operation between the port authorities and the managers of the Ras Abu Fontas project when priority ratings were decided.

Qataris in their own homes do not pay for the electricity they consume, and other users so far are paying on a flat rate per unit. The authorities, however, are considering a scale, particularly now that industrial consumers are being supplied with power. The industrial town of Umm Said, where the fertiliser plant is, as well as the NGL plant and where the steel plant will be built, is on a different tariff. There were plans for Umm Said to have its own power station but this is now being postponed. The question being posed is whether a new power station should be sited near its fuel or near its users.

D.T.



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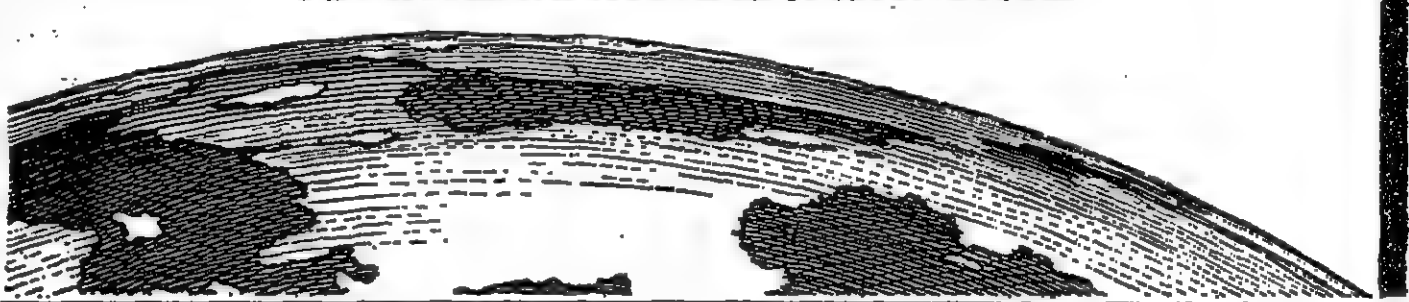
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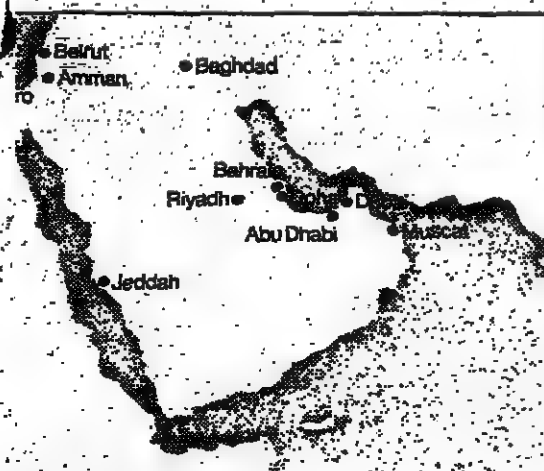
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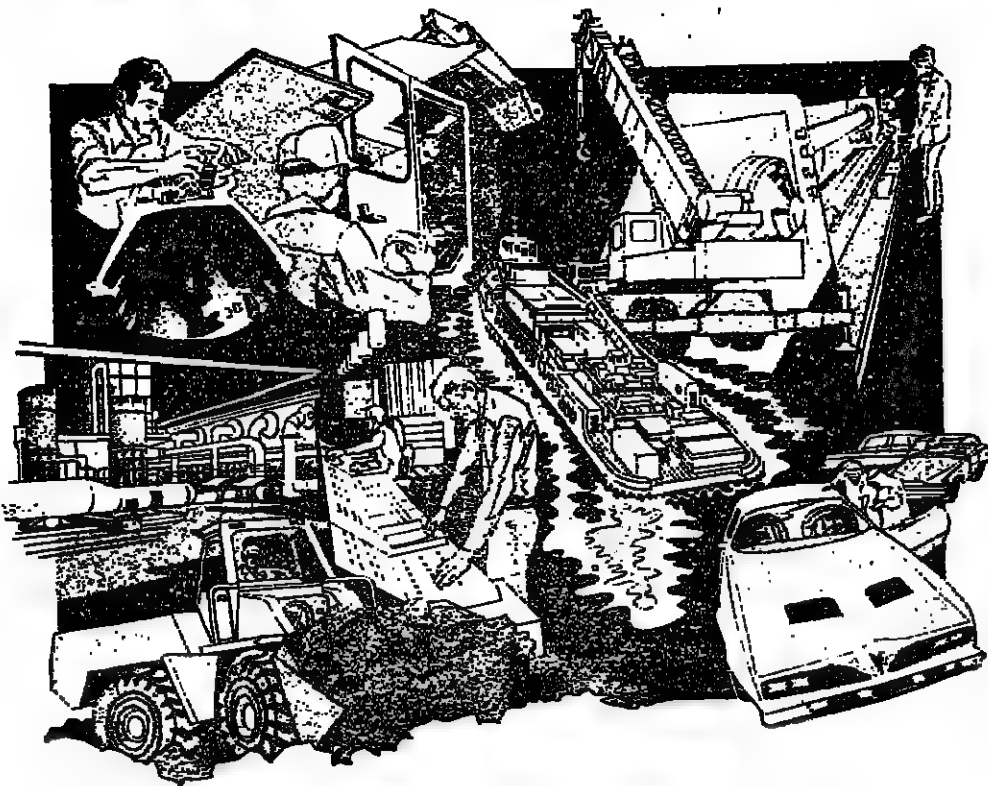
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Oil's limited life span

AS MUCH as any other producer—perhaps more so—Qatar is very conscious that its oil is a wasting asset. Thus, despite the growing squeeze on its financial resources, it has not been unduly concerned that its production in 1977 fell by rather more than 10 per cent. The decline was larger than that experienced by any other member of the Organisation of Petroleum Exporting Countries, which overall recorded a slight increase. As it happens, last year was the first during which Qatar enjoyed complete mastery of its oil resources. Some failure in marketing and the relatively high price of the onshore crude were certainly factors accounting for the reduction. Yet the Government appears to be less concerned about the level of output than the receipts for what was produced.

Qatar was the first other producer to join OPEC after it had been established by the five founder members in 1961. But it is a small one (already overtaken by the U.K. in volume terms), whose share of output is only about 1.5 per cent of the cartel's total. Moreover, its proven reserves are strictly limited at about 5bn. barrels, according to current estimates—rather less than two years of Saudi Arabian production at its present maximum allowable. The life of the fields being exploited is set at little more than 20 years and offshore capacity will probably start declining as early as the middle of the next decade.

Thus, it is understandable that the immediate concern should be more the erosion in the purchasing power of each barrel than last year's fall in output. For political reasons Qatar may now be aligned with Saudi Arabia and the United Arab Emirates on the oil price front. Its feelings on this score were spelt out by Sheikh Abdel-Aziz bin Khalifa al Thani, Minister of Finance and Oil, in an interview with me earlier this month. He did not rule out Qatar itself calling for a resurrection of the short-lived "Geneva II" formula, which in 1973-74 adjusted the price of oil to a basket of currencies.

In 1977 output from Qatar's own fields ran at 430,000 barrels

a day compared with some 480,000 b/d in 1976 and a peak of nearly 570,000 b/d in 1973, the boom year whose end saw the tripling of prices. Sheikh Abdel-Aziz said that the Government would like to see production of about 460,000 b/d, give or take a little, "within the range technically permitted to us" and "permitted by OPEC" and "an echo of his call last year for a production programme and an indication that Qatar would be prepared to go along with such a plan, which would have the effect of supporting prices in the market."

In oil politics 1977 was both an honourific and a testing year for Qatar. Having hosted the December, 1976 conference, which resulted in the traumatic OPEC price split, Sheikh Abdel-Aziz, the young son of the Ruler, was President of OPEC for the year and took an active part in mending the breach last June caused by insistence of Saudi Arabia and the UAE on sticking to a price rise of 5 per cent. In contrast to the 10 per cent decided upon by the others. More important, in February Qatar took full possession of its oil industry with the signing of an agreement whereby it acquired Shell's remaining 40 per cent share in the offshore operating venture. In the previous autumn it had finally bought out the assets of the Qatar Petroleum Company, the former onshore concessionaire owned by British Petroleum, Shell, Compagnie Francaise des Petroles, Mobil, Exxon and Parlex. It had taken 25 per cent participation in the two operating companies in 1973 and raised its share to 60 per cent early in 1974.

Under the supervision of the Department of Petroleum Affairs, the Qatar General Petroleum Company has responsibility for implementing the Government's policy. It is, in effect, also something of a holding company, owning the Qatar Petroleum Producing Authority, the National Oil Distribution Company, which is responsible for internal distribution, the Qatar Fertiliser Company (which has a foreign minority holding), the Qatar Petrochemical Company (58 per cent), and the Qatar Gas Company (70 per cent). Vested in it also are Qatar's shares in the Arab Maritime Petroleum Transport Company, the Arab Ship Petroleum Pipelines Company (SUMED), the Arabian Shipbuilding and Repair Yard, and entitled under the takeover Compagnie Petrochemique du Nord, a joint venture with

Holding

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Substantial gas reserves

LAST APRIL Qatar suffered the worst disaster to hit a gas-processing unit in the Middle East when its natural gas liquids plant at Umm Said was destroyed by an explosion. While the Qatar General Petroleum Corporation and the Insurance assessors continue to argue about the extent of the loss, technical experts still have no precise idea about the cause of the blast that wrecked the facility. The mishap caused anxiety and misgivings to others involved in the industry, quite apart from the underwriting business.

As it was, since its start-up in 1975 NGL 1, as the facility was known, had been plagued by technical difficulties. Output this year was expected to run at only 38 per cent of rated capacity. Yet assured of recovering the full replacement cost of \$70-80m. (the range of the argument in terms of value) and with civil engineering work on the parallel facility called NGL II already having begun, the QGPC is pressing ahead with plans to build another NGL 1. Bids were invited in December and an award is expected early in the spring.

Like other petroleum producers Qatar is trying to make up for lost time in fully exploiting gas associated with oil output that has hitherto gone to waste. With NGL I on full stream, the by-product from the Dukhan onshore operation would have been utilised. At present all the associated gas offshore is going to waste. However, that is now being harnessed to provide feedstock for the Qatar Petrochemical Company's plant and natural gas liquids for NGL II. As a result of the loss of NGL I total utilisation last year was no more than 35 per cent. In five years' time there should be nothing left to flare.

In the meantime, as it pursues its drive to industrialise and generate alternative sources of income, Qatar can be reassured in the knowledge

that it possesses considerable reserves of non-associated gas.

Within the Dukhan field there are some significant pockets and below it probably a much bigger potential in the Khuff Zone. Most exciting of all are the prospects set by the North West Dome (which is actually to the north-east of the peninsula), where reserves are officially estimated at 72 trillion cubic feet.

Central

Associated gas can be produced from the Dukhan field at the rate of up to 250bn. cubic feet per day. It is gathered at a central plant at Fahall where the dry gas and liquids are separated. The "lean gas" is distributed by pipeline as fuel for the power generation complex at Ras Abu Abboud (which has taken supplies since 1963), the Qatar National Cement plant at Umm Bab and the Qatar Fertiliser Company, for which it also provides the feedstock. The liquids, which were being fractionated at the NGL plant at Umm Said, are once again being flared and are brightening the night sky over the Dukhan oil fields.

Full production capacity for propane, butane and natural gas liquids presupposed a total flow of gas amounting to 340m. c.f.p.d. The maximum rate would have meant, presumably, feeding into the system the unassociated gas reserves under the Dukhan field which are under development by the Qatar Petroleum Producing Authority's onshore branch. Ethane-rich gas separated from the methane was being flared but is destined for the Qatar Petrochemical Company's plant now under construction and scheduled for completion in 1980.

That will now have to come offshore to supply NGL II. Achievement of maximum capacity of NGL II presupposes a supply of 240m. c.f.p.d. of asso-

ciated gas. Relatively inexperienced in the marketing business, the State corporation suffered one setback when JOC, a Bermuda-based concern, pulled out of its commitment to purchase at the rate of 25,000 b/d. Notwithstanding the Government's conviction that the market is correct, the price differential for Dukhan crude is slightly too high as putting slightly too high a premium on the good quality 41.5 API gravity oil with its 1.1 per cent sulphur content. QGPC is evidently not being tempted to offer any discounts. Among the customers are known to be Amerasia Hess, Sumitomo, Charter, Gulf and Shell Oil of the U.S.

Capacity

At an estimated 1.6bn. barrels, recoverable reserves offshore are about half those onshore, but installed production capacity is considerably greater at 370,000 b/d from the three fields being exploited — Idd al Shargi (30,000 b/d), Maydan Mahzam (180,000 b/d), and Bul Hamane (160,000 b/d). Other "tight" reservoirs are known to exist, of which several have been drilled, yielding 3,000 b/d or so — small by Middle East standards but the average for U.S. wells. Development would depend on the price of oil and the development of new techniques. For the time being the big preoccupation of QGPC is the project for collecting the associated gas, transmitting it to the mainland and the construction of the separation plant. Shell is undertaking the programme on behalf of the Government having relinquished its 30 per cent stake in the NGL II venture.

Compared with a production rate of 245,000 b/d for 1976, the offshore average last year was 230,000 b/d. Nearly two-thirds, or 145,000 b/d, was accounted for by Shell under the entitlement allowed in last February's takeover agreement. Other buyers of the heavier 36 degree API gravity, slightly more sulphurous crude were Mitsubishi, Union Rhineische, Amerasia Hess, Sumitomo, Petrolina and Charter. For 1977 Adriaanse Hess has dropped out

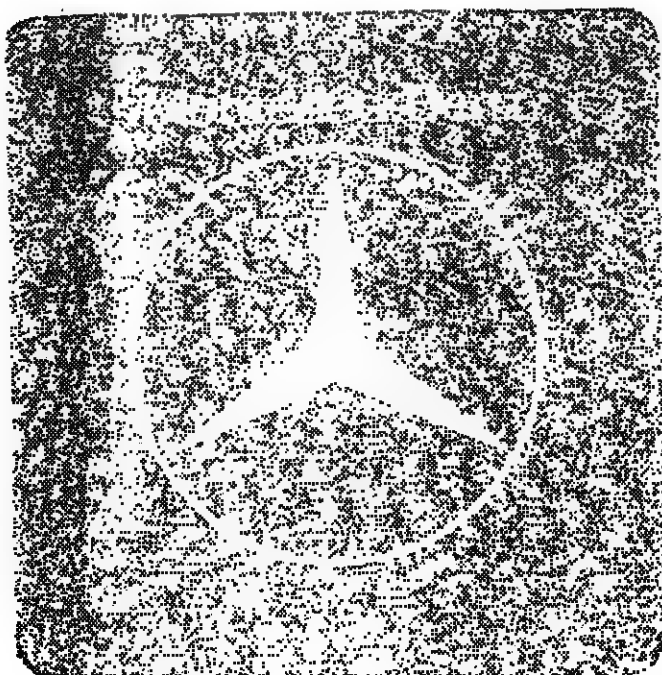
another 40,000 b/d. Relatively inexperienced in the marketing business, the State corporation suffered one setback when JOC, a Bermuda-based concern, pulled out of its commitment to purchase at the rate of 25,000 b/d. Notwithstanding the Government's conviction that the market is correct, the price differential for Dukhan crude is slightly too high as putting slightly too high a premium on the good quality 41.5 API gravity oil with its 1.1 per cent sulphur content. QGPC is evidently not being tempted to offer any discounts. Among the customers are known to be Amerasia Hess, Sumitomo, Charter, Gulf and Shell Oil of the U.S.

Under a 30-year agreement concluded in 1973, Wabash the West German concern, has been exploring a large 24 square km area relinquished by the Shell Company of Qatar. Having achieved a disappointing result so far, it is now drilling a series of perhaps more hopeful and substantial quantities of oil. More recently, a somewhat obscure cause took an 8,700 square km area the east of the peninsula, a Japanese concessionaire previously found a small amount of oil, an extraordinary 30 per cent test of 30 per cent.

Dr. Taher Haddad, a distinguished Egyptian geologist who is senior adviser to the Department of Petroleum Affairs, says that it will be year or more before estimates of oil, as well as gas, reserves, be revised and calculated accurately. Core Laboratories, undertaking a survey of Dukhan, says that while Scientific Ware has been contracted to assess the off-shore potential, the off-shore potential is not commercially viable. Yet, undoubtedly, it is to be said that Qatar must look for more substantial penetration of any substantial increase in future income.

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CONTINUED ON NEXT PAGE

QATAR VII

Petrochemical projects

THE growing industrial ex at Umm Said, civil engineering work has already started on the site of Qatar's petrochemical plant, which is scheduled to start production in 1980. It is characteristic of the site that it should have a on regardless despite the market of the past. The commitment to the return from oil and to diversify the economy through the development of hydrocarbon-based industries is as strong as ever, despite the difficulties which have plagued the fertiliser plant at Umm Said, Qatar's first industrial project. The plant has also embarked on an expansion programme to double its capacity. It is noted that the plant's foreign partners in Qatar are not suffering from any anxiety.

It started production in 1975. It was one of the industrial ventures in the use of gas as a raw material. The partners remain the same, though there have been changes since 1969. With the authorised capital now at QR142m, the Qatar Petroleum Corporation (QPC) has transferred in 1975 50 per cent of the ordinary shares to Norsk Hydro, the manager of the plant and market of the gas. The plant and market of the gas, 25 per cent; Davy Jones, its designer and 3 per cent; and Bank 2 per cent. In all to QR50m. In QGPC has subscribed of redeemable preference.

Since the autumn QAFCO has been running at 80 per cent of its capacity and its "teething problems" which persisted in one form or another for nearly four years after start-up, seem for the time being to be over. The plant started with a number of advantages in the supply of cheap fuel and feedstock, the equity participation of the manager-market and designer-builder of the plant, and access to worldwide Nitrex sales arrangements. But its operations have highlighted many of the disadvantages of establishing and running sophisticated industrial projects in the Gulf.

An investment of QR 350m gave a design capacity of 267,000 tonnes of ammonia and 330,000 tonnes of urea annually — with 198,000 tonnes of ammonia going to make the optimum amount of urea and the balance being sold in liquid form. In 1974, the first full year of operation, production of ammonia was only 40 per cent of capacity and urea 21 per cent. Because of the technical difficulties, performance improved in 1975 to 47 per cent, and 51 per cent respectively, despite water shortages and an irregular supply of gas because of the marked reduction in the flow of Qatar's oil (consequently also associated gas). In 1976 ammonia output was up to 163,500 tonnes (55 per cent of capacity) and urea to 207,000 tonnes (63 per cent). Last year, however, a serious breakdown in steam heating system resulted in ammonia slumping to 127,999

tonnes (45 per cent) and urea to 165,500 tonnes (50 per cent). Although inventories built up in 1975 as the market became depressed, QAFCO recorded a net profit of QR52.6m (after depreciation) in that year from sales of QR121.8m, and a modest dividend of QR21.6m was paid. In the following year the greater part of production was exported but receipts were down to QR117.4m because of lower prices. While mechanical breakdowns persisted there was an enormous escalation in operating and administrative costs with the result that the net loss recorded was QR16.5m. Financial results for 1977 are not yet available. But the prospects now look very much brighter.

Superheater

Installation of a new superheater brought production of ammonia to 85 per cent of design capacity and urea to 90 per cent in the last quarter of 1977, a level that has been maintained in 1978. The current price for nitrogenous fertilisers is now 20 per cent above the low point at \$130-160 per tonne according to destination. QAFCO says that not only has the stockpile of 50,000 tonnes accumulated at the end of 1978 but Norsk Hydro had been doubtful about selling on a forward basis with the record of the plant in mind.

For the Norwegian company, the appeal of participation in the project was the way in which it fitted with global marketing strategy and its proximity to the Far East, where most of the urea is sold.

Mr. Knut Andersen, managing-director of QAFCO who is on secondment from Norsk Hydro, confirms that the big advantage is cheap gas — at a defined price and a good one — without revealing what it is. Like everyone else involved in industrial projects in the region, he acknowledges that maintenance will be a continuing problem. The big problem is to find qualified engineers, supervisors and operators with the right degree of experience. "First generation" ethylene

There are 50 Norwegians (280 in all including families and staff in their camp) out of a pay-roll of 700 staff of whom 140 are Qataris.

Corrosion was another problem that was not fully appreciated, says Mr. Andersen. However, with the plant now running smoothly, QAFCO is now proceeding with the extension, which will double production capacity to 1,800 tonnes of ammonia and 2,000 tonnes of urea. This expansion, however, will only require an increase in manpower to 900-950. The second ammonia plant is scheduled for completion in November, 1978 and the new urea plant in March, 1979. Norsk Hydro has overall supervision for the construction, has entered into a management agreement lasting until 1984 and is also sole export agent for QAFCO. In return it receives a fee based partly on sales and partly on the operation's net income as well as a commission on invoiced sales.

Cost of the expansion has been set at QR830m — two-and-a-half times that of the first phase. Main contractors are Howard-Alattiyah (civil works), Davy Power Gas (engineering services and procurement services for the ammonia plant), Costain Process Engineering and Construction (ammonia plant construction), Chicago Bridge (ammonia storage) and Chiyoda Chemical Engineering and Construction Company (urea).

With a policy set in the direction of maximum utilisation of hydrocarbon resources it was almost inevitable that the Emirate would turn its attention to developing petrochemicals. The Qatar Petrochemical Company dates back to the agreement reached by the Government in 1974 with Société Chimique des Charbonnages (CdF Chimie) and Gascocan of France. With its initial capital of QR240m, the Government originally owned 80 per cent of QAFCO, CdF Chimie 15 per cent and Gascocan 5 per cent. Gascocan pulled out when it became clear that Qatar wished to transform the "first generation" ethylene

produced locally into "second generation" products (although as yet no final decision has been taken as to how exactly it should be used). Under the rearranged corporate structure the State has 84 per cent of the shares, held by the Qatar General Petroleum Corporation, and CdF Chimie 15 per cent.

Estimated cost of the complex is QR1.76m. (\$458m.), made up of a basic contract price of QR1.62m., an escalation factor of QR40m. and an allowance for contingencies of QR100m. Main contractors selected by CdF Chimie are Technip of France for the ethylene plant, Coppee Rust of Belgium for the low density polyethylene (LDPE) unit, Turbomeca of Italy for the power and steam generating units, and JGC Corporation of Japan for the off-site facilities. The plant is scheduled to be on stream by 1980.

Balance

If the Government decides not to process the balance of the LDPE and go on a stage further with the manufacture of semi-finished products, it may market the ethylene abroad directly. Its future is currently being considered within the context of a study commissioned by the Industrial Development and Technical Centre and being undertaken by Serete, the French consultant, which is aimed at laying down Qatar's light industrialisation programme.

In the meantime an inevitable and it is hoped, commercial by-product will be some 50-60,000 tonnes of sulphur annually extracted from the ethane-rich gas from the offshore fields that will feed the plant after being stripped of the lean dry gas component at NGL II. QGPC has agreed to supply at a "low" but again unspecified price some 300,000 tonnes annually of ethane and 27m. cfd of residue gas to be used as fuel.

CdF Chimie is to operate the plant for an initial period of five years and market the LDPE for ten years. Apart from the sale of the licence of the process, another benefit for the

French concern — somewhat comparable to Norsk Hydro's participation in QAFCO in that its location, much nearer to the big markets of Asia and the Far East fits in well with the company's marketing plans. Moreover, in an interlocking relationship QGPC has taken a 40 per cent stake in Compagnie Petrochimique du Nord (COPENOR), which is building a petrochemical plant at Dunkirk. Fourteen Qataris are under training there, as the plant is under construction.

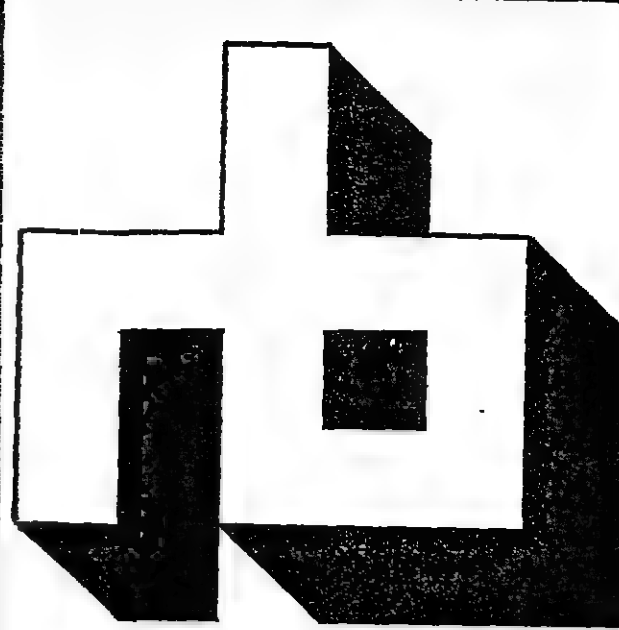
QAFCO will have an eventual pay-roll of about 600, with 60 of the staff on secondment from CdF Chimie. The intention is to employ as many qualified Qataris as possible. Most of the engineering, supervisory and technical expertise will come from Egypt, Jordan and Syria, with serious recruitment beginning this summer. Echoing his counterpart at QAFCO, M. Charles Rouxel, general manager of the company, stresses the importance of finding personnel with sufficient experience to maintain the plant properly. His company seems to take a cautiously optimistic view of the commercial prospects for QAFCO at a time when the market is depressed and price warfare in petrochemicals is the order of the day.

He, at least, believes that the best time to invest in new capacity is at the low point of the supply-demand cycle. While CdF Chimie hopes that the process for LDPE (currently about \$500 per tonne) will rise, the cost projections appear to have made no rash assumptions on this score. According to other sources, these show that after being undertaken by Serete, the loss in 1981 of about QR80m. The project should be in the black thereafter showing a gross profit of about QR170m. in 1985 from sales of QR630m.

In petrochemicals Qatar has taken a bold step where other oil producers of the Gulf states are hesitating. In terms of competition its incisiveness, born out of resolution, may pay extra dividends in the long term.

For QAFCO, as with its other heavy industrial projects, the manner in which Qatar has involved international expertise in equity participation, as well as management and marketing responsibility, should help make them viable. But an adequate return can by no means be assured.

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Gas

CONTINUED FROM PREVIOUS PAGE

dated gas from Bul Hanine, known for many years. No one as yet is prepared to put a price estimate on the reserves there — though it is said to look "promising". Nevertheless, a number of wells have been drilled and 11 will be ready to transport 150m. c.f.p.d. of the non-associated gas to the Qatar Steel Company's mill in time for its scheduled start-up in April. The pipeline carrying it will also connect with Ras Abu Foutas near Wakrah where the new power generating facilities will absorb more later. The gas is dry and suitable for the steel mill, but none will be mixed into the system distributing associated gas from Dukhan because the fertiliser plant would not be able to accept the high level of nitrogen in the Khuff gas. With a relatively low calorific value the latter is suitable for fuel but not feedstock.

Originally, Shell was to have been a partner in the QRL70m. (\$425m.) venture with a 30 per cent share in the Qatar Gas Company. At the end of 1976, however, it pulled out because it could not be guaranteed the return on its proposed investment that it wanted. But its affiliate, Shell International Petroleum Maatschappij BV (SIPMA), remains as technical adviser to the project responsible for design, specifications and materials. Actual cash flow projections show the project breaking even in 1979, making a small, gradually increasing profit thereafter until 1985 when, with all loans and suppliers' credits amortised, the surplus will leap from QR106m. in the previous year to QR250m. — a 14.6 per cent return on capital invested.

In any such projections, of course, certain assumptions have to be made. For Qatar's NGL II they are that annual output will be 85 per cent of capacity for LPG and 97 per cent for natural gasoline from 1980 onwards; a unit price of \$130 per ton for LPG and \$120 for natural gasoline, rising annually at a rate of 3 per cent, and operating costs at 5 per cent of total investment with an escalation of 6 per cent each year. The last was based on the experience of NGL I. The NGL II was designed to match NGL I with a full capacity of just over 400 tons for propane, together with nearly 330 tons for butane and natural gasoline.

The reconstructed NGL I is expected to be a twin running in harness with it and as one plant employing 250 people. Main contractors for NGL II are the Mitsubishi Corporation for the offshore gathering system and transmission equipment (a QR 636m. award); Saimon S.p.A. for the pipeline from the offshore gas field to the mainland (\$28.7m.); and the Mitsubishi Corporation and Chiyoda Chemical Engineering and Construction for the onshore processing complex (\$67m.).

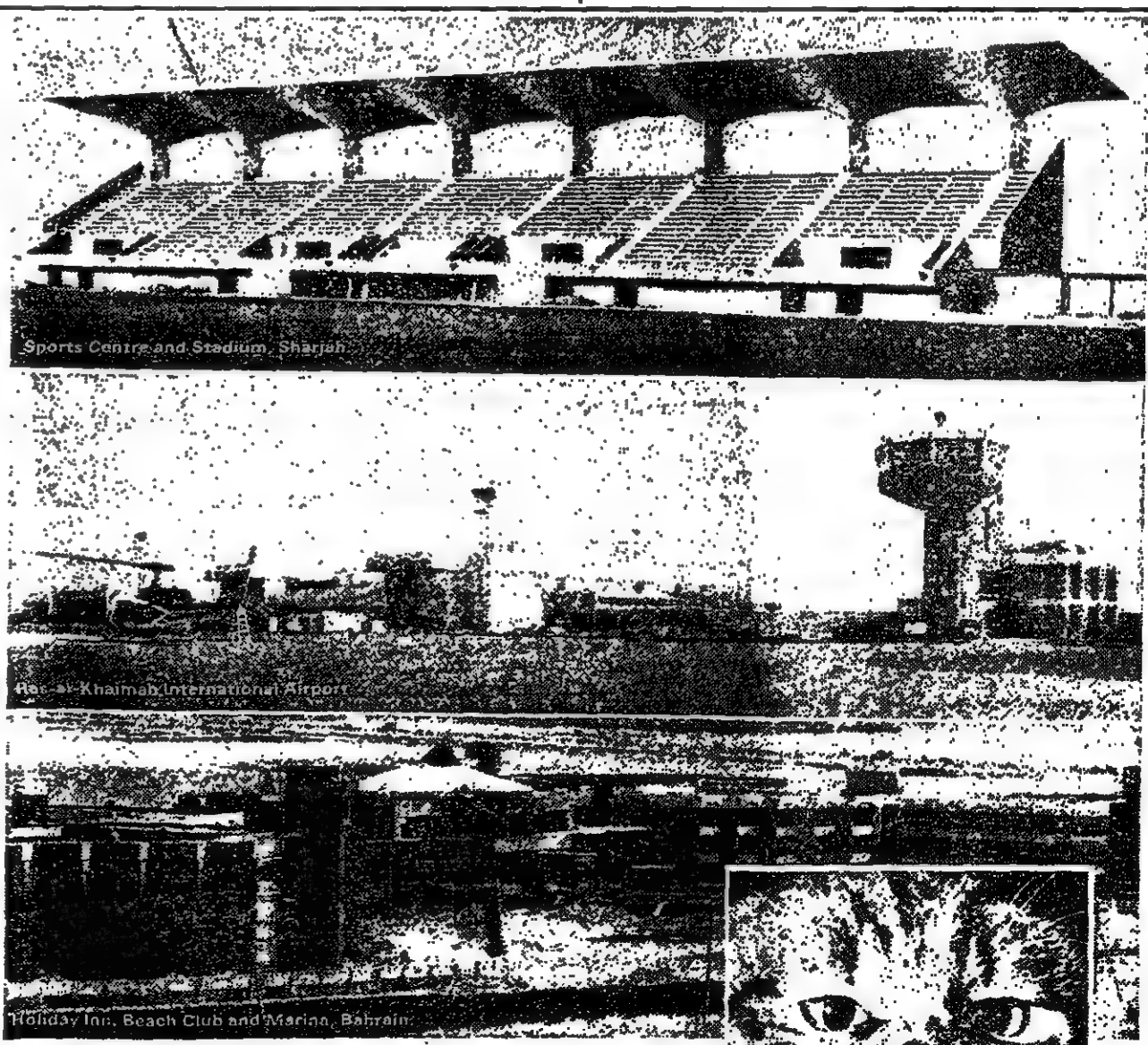
The existence of the Khuff zone gas reservoir below the Dukhan oil fields has been

Asset

For the longer-term future Qatar's greatest asset must be the North West Dome. The official estimates of reserves there stand at 72m. trillion cubic feet, as Sheikh Abdul-Aziz bin Khalifa al Thani, Minister of Finance and Oil, confirms. On the one hand, oil men with characteristic professional caution put the chance of that amount at "50-50". On the other hand, Dr. Taher Hadidi, senior adviser at the Department of Petroleum Affairs, says that one can now talk in terms of 100 trillion cubic feet, which would clearly place it among the biggest fields ever discovered. He estimates that at vessels required to transport it to an export market — assuming that the Government's intention would be to sell abroad an asset whose value is only likely to appreciate in the ground. Dr. Hadidi, however, is the first to admit that much more appraisal is required before its extent can be more precisely ascertained. Despite the survey work so far undertaken — and the wells drilled, the sheer extent — 700 square miles — makes precise assessment difficult at this point.

Beyond that there are the exciting possibilities raised by the fact that the North West Dome is at the high point of a structure that curves down through the whole length of the Qatar peninsula. As yet no well has been drilled down to the Khuff Zone into the onshore part of what is known as the "Qatar Arc". At the very least, however, it can be said that Qatar's long-term future as a viable and prosperous entity depends on its gas resources and could be ensured for a century or more by then.

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QATAR VIII

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NEXT MONTH will see the commissioning of the Qatar Steel Company (QASCO) mill at the Umm Said industrial centre south of Doha. The mill will be the first heavy industrial export-orientated plant conceived since the 1973 oil price rises, and almost the first plant of this type to come on stream in the Arabian Peninsula as a whole. Together with Qatar's other big industries—two fertiliser plants (one on stream and another under construction), a natural gas liquids plant under construction, and a liquefied natural gas plant now being studied—it is intended that the steel mill will be a major contributor to the Government's revenues in the second half of the 1980s.

Unless the Government is to find itself becoming dependent on Saudi aid, these heavy industries are going to have to yield profits and foreign exchange for Qatar, because the State's oil production has already reached a plateau and it will not be very long before spending will unavoidably exceed the level of oil revenues.

The basic details of the Qatar Steel Company are summarised quite easily. The company is owned by the State along with Kobe Steel of Japan (20 per cent.) and Tokyo Boeki (10 per cent.). Kobe has a turnkey contract for the design, engineering, equipment supply and commissioning, plus a separate eight year management contract. The actual building and civil engineering work is being done by the Taisei Corporation of Japan, and the marketing of all steel not used locally will be handled under a ten-year contract by Tokyn Boeki. In total the plant, which has been

designed with an emphasis on labour-saving, should employ about 1,000 men, of whom approximately 100 — mostly Bangladeshis with a smattering of Qataris—are now undergoing training in Japan.

Once it is fully operational, in 1980, the mill will consume 600,000 tons a year of iron ore pellets—initial contracts have already been concluded with Brazil and Sweden. From the direct reduction "Midrex" process that this will go through it will produce some 400,000 tons of sponge iron. To this will be added 100,000 tons of steel scrap (though the ratio of scrap to sponge iron may be changed in the light of operating experience), which will be bought on a spot basis from the U.S. and Australia. Also added will be small amounts of ferro-manganese, ferro-silicon, lime (bought from the Qatar Cement Company) and clinker. These materials will be fed through two electric arc furnaces with a combined capacity of 416,000 tons a year. In turn the molten steel that emerges will go through two continuous casting machines, which will produce steel billets, and most of these will then be fed through a rolling mill which will produce different sizes of reinforcing rods (referred to as "bars") for construction purposes. Because there is obvious added value in producing rods rather than billets, the company will aim for 100 per cent. of its sales being in the form of rods.

The eventual output of rods/billets is supposed to run at 386,000 tons a year. This figure, together with all the output and capacity figures in the preceding paragraph, is based on a year being 330 days—it having been worked out from experience by Kobe, as by most operators of heavy industrial plants the world over, that some 35 days a year will be required for maintenance and repair work. Also taken into account in formulating this 386,000 tons figure is that 30,000 tons of steel will for technical reasons have to be cut from the ends of the billets and fed back into the furnaces. It is this that accounts for the difference between the furnaces' capacity of 416,000 tons/year and the final product of rods.

In the final, marketing, stage it is reckoned that about 30 per cent. of output will be consumed locally and that the rest will be exported to neighbouring countries — principally Saudi Arabia and Abu Dhabi. Because of the much lower transport costs, Qatar's steel should, on paper, be able substantially to undercut the price in Saudi Arabia of steel imported from Europe or the Far East, but in a recent interview a director of the Industrial Development Technical Centre, said that he feared that the big industrial powers were about to make the Gulf a dumping area for steel as part of their "policy" of preventing the development of the Third World as a whole.

Given the advantage that Qatar's steel ought to enjoy in the market—in the absence of any dumping operations — the economics of the QASCO plant look quite rosy. Temporarily leaving aside the questions of repayment of loans and interest charges, the operating accounts of the plant run roughly as outlined below. These calculations are roughly those used in the prospectus issued last summer, when the Qatar Government raised a \$350m. loan for the steel mill and other heavy industrial projects. The figures are supposed to represent average prices and costs over the duration of the loan—up to 1984—and in practice they are bound to be wide of the mark. In particular, the assumption that labour costs will be only 120 per cent. of the levels obtaining in 1976 seems optimistic for Qatar.

On the basis that iron ore pellets will be costing about \$50 per ton and steel scrap about \$100 per ton, the annual cost of the major raw materials will amount to some \$47m. On top of this there will be \$47m. of other costs—minor raw materials, labour, spares and maintenance, gas (which at 20 cents per million BTU is very cheap), water (expensive at \$2.50 per 1,000 gallons), electricity (at a fairly standard cost for industry of 1 cent per kWh), port charges and a site rental at a rate yet to be decided, and finally depreciation at \$12m.—assuming that the construction cost will be depreciated over 20 years. Total costs will amount to some \$87m.

On the revenue side it is calculated that \$31,000 tons/year of rods selling at \$310 per ton and 55,000 tons of billets being exported to re-rolling mills elsewhere in the region at \$200 per ton should between them bring in \$115m. This would give a profit of \$28m., of which \$16m. would accrue to the State. Once cumulative profits have reached the level of the initial capital investment, they will be liable for tax, which will mean that there will be a minor increase in the State's share overall.

As far as the net foreign exchange benefit to Qatar is concerned, nobody has made any calculations officially—in any case, because of all the positive and negative spin-offs through-out the economy over a period of years, such a calculation would be almost impossible to do accurately. However, bearing in mind both actual exports and the saving on imports, and taking into account remittances of foreign labour, the cost of spares and the foreign part of the remittance of their revenue, it can be worked out that from the steel plant alone (ignoring spin-offs) Qatar will benefit to the tune of very roughly \$65m. This figure is about the same as the annual revenue from 15,000 barrels a day of oil at current prices.

In practice the State cannot expect to receive these benefits in terms either of profits or foreign exchange—from 1980, the year in which the plant should reach full capacity, because there are first a number of loans to be repaid. The financing of QASCO has been made up of \$50m. of capital, \$70m. of Government loan, \$60m. of supplier credits, and the steel plant's \$100m. share of the Government's Euro-loan. Repayment of the Euro-loan is due to finish in 1984, and the supplier credits and the Government loan should be repaid around the end of 1986. But this profit figure given above, which together with the sum set aside for depreciation represent the amount available for debt service, will be insufficient in

investment, they will be liable themselves to make all the repayments according to this schedule. This means that QASCO will need additional financing for its debt servicing, which, with further sums required for "additional developments" of various sorts, will have built up by 1984 to some \$125m. The first instalment of this new financing, which will take available something between \$70m. and \$100m. later this year, and in early 1979, is now being negotiated. Assuming that the company pays off these new debts as soon as possible after 1984, it will begin to yield its full revenue potential for the Government in about 1988.

If the steel mill performs as well as all the calculations above suggest, the Qatar Government will have cause to be very pleased indeed. In the past the heavy industries of the Arabian Peninsula—and not least Qatar's own fertiliser plant—have performed very badly, for a combination of reasons. These have been to do partly with technical problems (caused by the very severe physical environment more than anything else), and partly with bad luck in the way the markets have moved. After four years of operation, it is only now that the Qatar fertiliser plant is starting to perform as originally planned.

It is therefore probably rather optimistic to plan on the steel mill reaching almost full capacity next year and full capacity in 1980, and any serious shortfalls in performance could radically affect the date on which the Qatar Government can start hoping for a major contribution to its revenue from the plant.

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Urban development

DOHA, THE capital of Qatar, around Doha, about 85,000 people. Most of the development to date has been in private housing at one end of the scale and grand Government buildings at the other. As Doha did not suffer the sudden rash of development spending that hit the other

wealthy Gulf states, and therefore did not experience an immigrant population explosion as they did, the town is changing very gradually. The impression of gradual change is helped by the fact that the town has a very definite skeleton which holds it together. This skeleton is formed by the three ring roads and the Corniche running along the waterfront. Most of the grand office buildings are being constructed along the Corniche, one is finished and the others are very near completion.

The consultant with overall responsibility for the planning of the existing town is the British partnership Llewellyn Davies, Weeks Forester-Walker and Bor. The general idea is to maintain a mixture of residential and commercial accommodation in the centre of town: the consultants have drawn up regulations to control construction which are enforced by the Ministry of Municipal Affairs.

One of the most ambitious private sector developments, a shopping centre, is sited in the predominantly residential outer area of Doha on the outer ring road. The development is by Shaikh Ghanim bin Ali al Thani who is building, at an estimated cost of \$8.5m., 80,000 square feet of mixed retailing space in a one storey, cruciform shape. It is without doubt the most modern retailing complex in the Gulf, stocking all the lines normally expected of a department store (except furniture) but majoring on food.

The design of the Doha Centre—its official title, though much more popularly known as Shaikh Ghanim's new souq—is by the British design consultancy, Fitch and Co., which is also responsible for the interior. One entire "arm" of the building, around 20,000 square feet, will be given over to food retailing in the form of an up-market supermarket. The Doha centre is being built by MidMac and it should be ready for trade by the end of March. It will be managed by the Jashanmal group, which runs ten department store style shops in Kuwait, Bahrain and the United Arab Emirates. However, the group has no financial stake in the Doha store, the first time in its 60-year trading history that the company, is constructing a new building, while new management only contract.

Close to his new supermarket, Shaikh Ghanim is also putting up the first of Doha's new hotels, a Ramada with 350 bedrooms at a probable cost of \$46m. Doha has always had an acute shortage of high quality international standard hotel accommodation, which even the doubling of the Gulf and Oasis hotels' rooms did little to

complicated land ownership patterns. Compensation for land acquired in central Doha has risen as high as \$260 a square foot.

Qatar's 1978 budget set aside some \$237m. for housing of all types, \$44m. for the completion of popular housing already under construction, as well as the beginning of a further 2,000 houses, and around \$110m. for Government employee housing in Doha. Umm Said (the industrial town), at the two power stations and in two regional centres. There is a 10-year plan in existence to construct 300 houses a year and a shorter term plan for 2,600 houses to be system-built over the next three years. A pre-casting plant for concrete panels has been set up by an Italian company to complete this contract, and it has been estimated that each house, about 190 sq. m. in floor area, will cost around \$54,000.

Applicants

Since 1985 the Engineering Services Department, which is responsible for the physical construction of the houses, has put up some 6,000 dwellings. Applicants for the model houses numbered just over 1,000 in 1977; and there were 621 applicants for free houses. The model houses are those built by the Government for junior staff and below; senior staff are given land and a housing loan to build as they please. A scheme whereby any senior Qatar Government employee can obtain a loan of up to \$129,000, interest free, to build his own home, is administered by the Qatar National Bank.

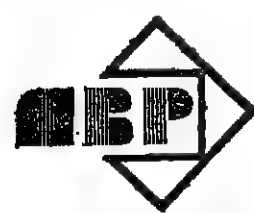
Probably the most urgent public project for Qatar is the development of a new airport to replace the existing facilities which have become badly strained by the growth in traffic since 1973. A subsidiary of George Wimpey, Wimpey Asphalt, has just won the \$11.6m. contract to resurface the runways of the existing airport. At one stage a completely new site for the airport, further from the town, had been chosen and work continued on this site. But for the present the Qatar Government is refurbishing its existing airport, a local Qatari engineering, a local Qatari company, is constructing a new VIP building, while new arrivals and departures lounges are being designed and contracts should be awarded later this year.

Last year also saw Doha's major road network nearing completion. Phase one of the international standard hotel road to Umm Bab (where the cement plant is situated) was completed, as was phase two of the road to Umm Said and certain roads within Umm Said town and industrial area. It is expected that phase two of the Umm Bab road will be completed very shortly—Qatar is now almost completely linked into the Trans-Arabian Highway network, permitting traffic by road down to the United Arab Emirates as well as into Saudi Arabia and so, eventually, through to Europe.

The West Bay development has been on the planners' books for about three years. The first planning document, complete with coloured maps and diagrams, by the American consultants William L. Pereira Associates, is dated December, 1975. The reasoning behind the creation of what is virtually a new town on new land includes the difficulties of upgrading an existing town with

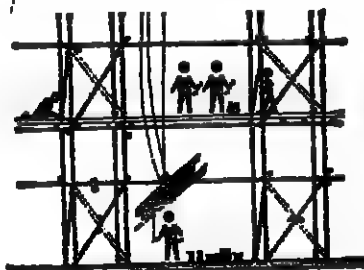
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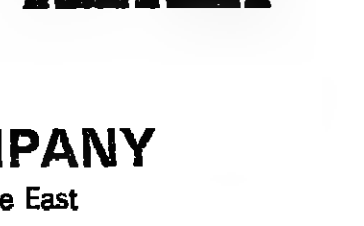
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مكتبة الامان

BY GILES MERRITT in Dublin

The La Mon hotel bombing and fire will in the short term lead to a hardening of Unionist

as British adjuncts, but the remain glaring cases of waste non-cooperation. Harland & Wolff shipyard has had no business from Ireland's extensive offshore oil search. Southern and northern electricity supplies are not likely to be pooled. Steel smelting and petrochemical projects duplicate o-

offshore oil search. Southern Ireland's northern electricity supplies are not likely to be pooled. Steel melting and petrochemical projects duplicate or overlap. The list is long.

Backed by EEC money a support, a few co-operative projects are under way — notably the £50m, Donegal-Derry transport projects to counter the economic effects of what was an artificial partition.

Meanwhile all the future of the island is in the air. His recent remarks about the cause, agreed not long ago that what he has in mind is "creating federalism." If he has game plan, it is probably made up of almost impetuous moves that, to begin with, would make Ulster part of an economic federation. Right or thought, along with other supporters of federalism, he must

separate his plans from the
Federal Eire Nua (new I
land) that the IRA is fighting
for.

Mr. Gordon Oakes, Minister
State (5 p.m., Room 15).
COMPANY RESULTS
Carrington Vixella (full sea

JOHNSON MATTHEY AND CO. (the quarter results).

COMPANY MEETINGS

Bond Street Fabrics, Leicester
11, Counterside Properties, Worcester
Chester House, E.P., 11.05, England
Chris Clark, Hyde Park Hotel
S.W., 12.30, Lees Foundry
Derby, 12, McGarrandale, Basingstoke,
12.45, Vertis Stone, Newport
Isle of Wight, 12.15.

OPERA

Royal Opera production
Madame Butterfly, Covent Garden
Wed 2 7.30 p.m.

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Room 118. Science and Technology, Misses; Mrs. Shiraz Williams, Education Secretary, and Mr. Gordon Oakes, Minister, State (5 p.m., Room 15).

COMPANY RESULTS
Carrington Wyella (full year)
Johnson Matherly and Co. (th quarter results)

COMPANY MEETINGS
Bond Street Fabrics, Leicester
11, Countess Drive Properties, W.
Chester House, E.C. 11.05. Engle
China Club, Lanes Park Hotel
S.W. 12.30. Lanes Foundry
St. Mary's, McCord's, Basing
Stoke 12.45. Lanes Stone, New
Isle of Wight, 12.15.

OPERA
Royal Northern production
Madame Butterfly, Covent Gard
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COMPANY NEWS + COMMENT

Securicor 32% higher at record £4.5m.

RECORD pre-tax profits of £4.5m., up 32 per cent on the previous year, are reported by Securicor Group for the year to September 30, 1977. Securicor Services, the listed subsidiary, contributed £3.9m, against £2.94m, the security division accounting for £3.34m, (£2.80m).

The finance division added £579,000, of which £350,000 was earned by Securicor Services. Included under this division are the earnings of Chawick Garage and property and hotel services. The group acquired Richmond Hill Hotel in June last year.

Group earnings per 25p share are shown to have risen from 10.2p to 14.5p and the total net dividend is stepped up from 1.2244p to 1.3325p with a final payment of 0.9081p. The Security Services final is 1.3217p net for a 1.0687p (£1.0031p) total.

Mr. Peter Smith, chairman, reports that fixed assets increased by £7.5m, during the year. Although this has been reflected in a reduction of net cash balances, the group still has adequate cash resources for its continuing growth. In view of the investment in vehicle and equipment, the directors no longer consider it necessary to provide for deferred tax in that regard.

On prospects, he says that bearing in mind the present extent of the group's operations, both at home and overseas, and the increasing scope for overseas which the breadth of these operations now affords, he feels there are grounds for optimism that prosperous growth will be maintained.

INDEX TO COMPANY HIGHLIGHTS					
Company	Page	Col.	Company	Page	Col.
Aquis Secs.	26	8	Mackinnon (Scotland)	27	4
BOC	28	1	Manchester Ship	28	4
British Car Auction	26	7	Meldrum Invs.	26	8
British Enkalon	27	1	Norfolk Capital	27	3
British Land	26	7	Notts Brick	27	1
Brotherhood (P.)	27	4	Pentland Invs.	27	2
Camford Eng'g.	26	1	Rotaflex	26	4
City Offices	26	3	Securicor Group	26	1
Drayton Commercial	27	7	Smallshaw (R.)	27	3
EMI	27	2	Webster (S.)	26	4
Kursaal	26	8	W. Coast Invs.	26	8

Camford expects increase

THE FIRST few months of the current year at Camford Engineering continue to justify the directors' confidence about the future. Mr. Lionel Clifton, the chairman, tells members he expects to report further increases in sales and profits in 1977-78.

Despite an industrial dispute at a major customer which lasted for several weeks all of the plants in the group are working at a higher capacity than they were at this time last year, he says.

The company is now progressing well in the expansion of its existing manufacturing capacity in order to absorb the new product ranges. At Hemel Hempstead long-term investment plans are nearly completed and the existing factory should this year begin to make a contribution to the group's profits.

The directors are pleased with the initial progress being made by Gillat, Pre-Star and Co which is now signalling exhaust and

the pre-tax total, although start-up losses in Europe, are gradually being eliminated. Meanwhile, reflecting the group's labour-intensive qualities, some 70 per cent of turnover goes to the group, with the group secured an average 71 per cent price increase in November, which follows a 6 per cent rise at the beginning of September. On a 24 per cent, the change the "share" at 14p stands on a P/E of 1.2 and yield 3 per cent, while the ordinary shares are on similar ratings.

The £1.7m. rights issue in June 1977 gave the company a firm capital base and enabled it to enter into new borrowing arrangements with its bankers, thus laying the foundation for further expansion and increased profitability in the future. Mr. Clifton remarks.

On sales up at £25.09m. (£15.89m.) for the year to September 30, 1977, taxable earnings advanced to a record £1.53m. (£1.27m.)—as reported in December 23. The net dividend is raised to 3.37p (3.33p) per 10p share.

With bank advances £1.38m. higher at £2.17m. net liquid funds were down £1.28m. (up £240,000). At year-end, contracts placed amounted to £1.66m. (£25,000) and a further £201,000 (nil) had been authorised but not contracted.

Accordingly 1977 results are expected to show further improvement on 1976.

The outstanding 30 per cent interest in Interlumen will be bought for about £400,000, and will be paid in two instalments, the first in January next.

On capital increased by the one-for-ten rights issue and as then forecast, the final dividend is up from 0.9p to 1.37p net (1.04p net), taking the total to £3.80p (£3.49p).

Rotaflex has lifted its pre-tax profits by 33 per cent, and turnover by 30 per cent, figures which disclose the difficult trading conditions in which the group operated for most of last year.

Rotaflex designs and assembles lighting systems (mostly for commercial properties) and with the economies of the U.K. and Europe generating around 90 per cent of group turnover in revenue, a rare feat, competition has been tough. Despite this, sales volume rose around 10 per cent, and, excluding France, where conditions were toughest, the volume gain was nearly 30 per cent. After a buoyant first quarter, trading conditions deteriorated, but profitability was helped by a tightening of management and financial control. Profits appear to have been held until the fourth quarter, but then came under pressure as the effects of sterling's improvement worked through. A £400,000 turnaround in trading exchange loss of £17,400 offset the gains from a first-time contribution from Hiamara and the increased profit from Interlumen's move to a full subsidiary. Strong demand for new products, such as its tubelock system has helped sales, but trading conditions are still tough, and the group may be in for a further period this year.

The shares yield 4.9 per cent at 31p. The P/E is 7.4.

Two-year bonds carrying a coupon of 9 per cent, at par, and due February 20, 1980, have been issued by Mid-Sussex Water Council (£1m.).

The London Borough of Tower Hamlets has raised £1m. by way of 101 per cent bonds due February 18, 1981, at par.

Kyle and Corbett District Council has raised £1m. by way of 101 per cent bonds at par and due February 10, 1980.

Four variable rate bonds have been issued by South Herefordshire District Council (£1.1m.).

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DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corr. of preceding div.	Total for year	Total last year
Aquis Securities	0.432	—	0.48	0.67	0.6
City Offices	0.95	April 7	0.94	1.72	1.54
Meldrum Investment	1.23	April 10	1.19	1.33	1.03
Pentland Inv. Tst.	3.18	—	2.33	4.03	3.4
Rotaflex	1.187	—	0.50	1.6	0.57
Securicor	0.96	—	0.80	1.35	1.12
Security Services	1.32	—	1.18	1.09	1.78
West Coast Trust	0.73	Mar. 29	0.34	—	1.9
West Coast Trust	0.73	April 3	0.3	0.75	0.9

Dividends shown pence per share net except where otherwise stated. Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ Plus supplementary 0.003787p for 1978.

ISSUE NEWS AND COMMENT

Menzies scrip package and £4.6m. profit forecast

John Menzies, the Edinburgh based wholesaler and retail newsagents, booksellers and stationers, is proposing a scrip package of Preference and Ordinary shares, which generates around two-thirds of turnover, also showed a further advance in the second half last year but margins may have been squeezed slightly as a result of a new wage agreement and much higher incidence of disruption among newspaper publishers. Group profits in the current year may be at least £3m, depending upon the level of any return in consumer spending and, just as important, how weather conditions affect retailing.

The new Preference shares will carry a fixed annual dividend of 6p net, to be paid half-yearly on April 1 and October 1. First payment is due next October.

If the proposals are implemented, subject to an EGM on March 28, the group intends to propose a final Ordinary dividend in respect of last year of £1.85p net.

This basis the group says that the gross income from four existing Ordinary shares would be £2.85p. With the additional Ordinary shares and preference share income by scrip issue, the equivalent income would be £4.21p.

Dealings in the new shares are expected to start on April 1. The preference share income will exceed expectations and this had led to the better-than-expected profits estimate.

comment

Around 48 per cent of John Menzies' equity is held by directors and immediate family but the total family stake is probably nearer 60 per cent. The scrip issue of preference shares is one means by which money can be taken out of the business to meet capital transfer tax liabilities without diluting the family stake.

The preference share will also enhance the return on the overall investment with the Ordinary shares still yielding only 2.3 per cent on the forecast dividend.

Meanwhile, the group's profits are better than the market has been anticipating and the share price rose 18p yesterday to 30p. Retailing had a very good Christmas and the boom

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British Land cuts midway deficit

AFTER LOWER interest charges of 58m. compared with £53.1m. the pre-tax deficit at British Land Co. was reduced to £28.0m. from £32.0m. for the half year to September 30, 1977. For the whole of the previous year, the company (the last payment was 0.57p net in respect of 1973-74).

The company's property portfolio remains predominantly freehold with a substantial proportion of improved pattern of debt maturity.

First half results do not reflect the fundamental impact of successful refinancing and subsequent property sales, the directors say.

After a tax charge of £55,000 (£20,070 net) and a minority credit last time of £28,000, attributable deficit jumped from £22.0m. to £2,065,000. Again no interim dividend is to be paid.

The group has sold a further £27m. of properties, virtually completing the programme of realising assets in a much shorter timespan than was envisaged at the time of 1976-77 report.

Contracted sales are expected. With one exception, the remaining £20.75m. to be completed within the current year.

The directors expect to make their individual property sales, but the only where they are particularly advantageous. Short-term debts repayable within one year will then be reduced by some £30m. from £60m. at March 31, 1977.

These completions will produce a net surplus on property disposals for the full year and revenue losses will be offset against the last surplus generated by the development of £19,435 (£23,573) and an extraordinary credit of £23,492 (£30,172 debit) leave profit at £24,067 (£14,686).

Basic earnings per share are given at 1.85p (0.71p) and fully diluted at 0.53p (0.76p). A final dividend of 0.445149p (0.73p) net per 5p share is to be paid, and takes the total to £2,014.98 (£2,014.98) and a supplementary payment of 0.005787p will also be paid following change in ACT.

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Peak £0.4m for Aquis Securities

AFTER A MUCH increased interest payment of £716,101 against £244,101 pre-tax profit of Aquis Securities, the company's gross rental income was £1,071m. (£1,071m. after tax).

After a difficult period for retail business, the company is earning a good return on investment and given reasonable retail conditions will make a major contribution to revenue next year, the directors add.

W. Crowther and Sons (Brick-makers) with Bus Corrugated Containers continues to be very profitable.

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British Enkalon cuts second half loss

ALLOWING A SHARP reduction in its pre-tax loss to £851,000 in the second half British Enkalon ended 1977 with a £2.15m net profit against £3.52m previously seen for the past three years.

Directors say that although the loss is disappointing, the pre-tax profit has improved in 1977. In many companies in the man-made fibre industry have reported similar results.

The outlook remains uncertain as the major continuing problem of persistent over-supply of fibres worldwide, and in the UK, they say.

The 1978 result could be better, they predict, if demand is realised and is not impeded by continuing curbs on production.

Enkalon's 1977 were up from £26m to £50.55m, and the up's trading loss was £778,000 (£8m), before associated costs of £400,000 (£320,000) interest of £1.77m (£2.02m). After a tax charge of £5,000 (£5m credit), minority debits £25,000 (£25,000) profit emerges £2.35m (£24,01m), after extraordinary losses of £1.74m.

The net loss per share is shown as 4.5p. Again no dividend will be paid. The last payment was in 1975. The group is owned by AKZO of Holland.

BOARD MEETINGS

The following companies have notified dates of Board meetings to the Stock Exchange. Such notices are usually held for the purpose of considering dividends. Official indications are not available whether dividends concerned are interim or final and the sub-divisions shown below are based mainly on last year's practice.

Company	Date
Amalgamated	Feb. 27
Amalgamated	Feb. 28
Amalgamated	Mar. 1
Amalgamated	Mar. 2
Amalgamated	Mar. 3
Amalgamated	Mar. 4
Amalgamated	Mar. 5
Amalgamated	Mar. 6
Amalgamated	Mar. 7
Amalgamated	Mar. 8
Amalgamated	Mar. 9
Amalgamated	Mar. 10
Amalgamated	Mar. 11
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Amalgamated	Mar. 25
Amalgamated	Mar. 26
Amalgamated	Mar. 27
Amalgamated	Mar. 28
Amalgamated	Mar. 29
Amalgamated	Mar. 30
Amalgamated	Mar. 31

Money Manager Service

An investment in the Money Manager Service run by Manchester stockbroker Charles Seal Dimmock and Co. would during the period from mid-October to mid-February have shown a marginal improvement in value as against a fall of 3.46 per cent. in the FT Actuaries Short-dated Government Securities Index over the same period.

Since the service was launched, in November, 1976, the value of an investment in the fund has increased by 30.5 per cent. (21.6 per cent. after allowance for capital gains tax at the maximum rate), while the brokers' own index of short-dated securities has risen by 14.04 per cent. over the same period.

The Money Manager Service provides a portfolio for those in search of capital and those in search of income, and it is restricted to investment in short-dated stocks and money market instruments.

Pentland Investment revenue up

For 1977 Pentland Investment Trust reports net revenue ahead from £839,506 to £752,020. This was struck after overseas tax of £45,534 (£37,581), corporation tax of £15,148 (£21,408) and imputed tax of £308,138 (£271,482).

Earnings per 25p share are given as 4.11p (3.48p) and the

final dividend payment is 3.175p net for a 4.00p (3.4p) total. The net asset value per share at December 31 was 149p (129.3p).

Norfolk Capital sees good year

Given reasonable conditions over the coming summer months, Mr. Maxwell Joseph, the chairman of Norfolk Capital Group, sees no reason why 1977-78 should not be another good year for the group.

Members are told in his annual statement that turnover to date is ahead of last year. The directors are continuing their constant endeavours to contain the inflationary rises in overheads and while interest rates are unpredictable, there is every hope that the extremely high rates endured over the past three years will not be repeated.

As reported on January 11, pre-tax profits leapt from £100,206 to £451,567 for the year to September 30, 1977, on turnover of £5.47m, (£5.17m), with the group's hotels and properties both making contributions. Earnings per 50 share are 2.02p (0.48p) and the dividend total is raised from 0.3p to 0.8p net.

A statement of source and application of funds shows a decrease in bank borrowing less cash balances of £732,397 (£528,810 increase).

A professional revaluation of fixed assets was commissioned by the directors to take in all the acquisitions and improvements since the previous valuation in 1975, which resulted in a surplus of £4,179,682 over book value. The new valuation was incorporated in the accounts and the intangible goodwill of £459,588 written off. This demonstrated that the group's net tangible assets represent 60p (20.6p) per share.

At an AGM to be held immediately after the AGM, proposals for a share option scheme for senior executives will be placed before members.

Meeting, Norfolk Hotel, S.W., March 14, at noon.

R. Smallshaw expects some improvement

Profits for the current year at R. Smallshaw (Knitwear) are expected to show some improvement on the record achieved for 1976-77, Mr. R. F. Smallshaw, the chairman, tells members.

Recent months have seen an increase in demand for fully fashioned knitwear but orders for cut and sewn knitwear have been more difficult to obtain, he says.

After a depressed third quarter sales improved during the year to September 30, 1977, enabling some of the ground lost to be recovered. Full time taxable profit was £206,623 (£104,191) on sales up from £2,680m to £3,740m, as reported on January 25. The dividend is raised to 1.5p (10p) per 10p share.

At year end, net liquid funds, represented by bank and cash balances, were £21,120 (£104,306) and bank loan and overdrafts stood higher at £270,598 (£278,413).

Meeting, Hinckley, on March 14, at noon.

Company	Value	Ratio
Amalgamated	£14,161	30.977
Amalgamated	£135,000	30.977
Amalgamated	£392,062	1.1077
Amalgamated	£39,200	31.1276
Amalgamated	£45,813	30.977
Amalgamated	£2,096,398	30.977
Amalgamated	£3,925,182	25.977
Amalgamated	£492,000	30.1177
Amalgamated	£798,887	30.977
Amalgamated	£104,000	31.1277
Amalgamated	£55,673	31.378
Amalgamated	£40,075	30.977
Amalgamated	£259,438	19.777

Published by the Treasury as required by the above Act

Brotherhood off £0.17m at midway

TAXABLE PROFIT of machinery and power plant makers Peter Brotherhood fell from £190,900 to £320,000 in the September 30, 1977 half year on turnover down from £7.24m to £5.08m.

The result is after interest of £34,000 (£106,000) and subject to tax of £166,000 (£233,000). Last year there was an investment write off totalling £100,000.

Directors say that the substantial improvement in order intake in the six months has continued and will be reflected in deliveries for 1978-79.

They will give an estimate of the full year's result when declaring the interim dividend in April. Last year a 1.625p net interim was paid, followed by a 4.15p per 30p share final on profits of £1.39m.

Mackinnon sales above estimates

In his annual statement, Mr. Kenneth H. Mackinnon, the chairman of Mackinnon of Scotland, says that against the improving flow of production, the sales programme already exceeds the directors' estimates.

As reported on January 20, the company recovered from a £63,322 loss to a record pre-tax profit of £421,523 for the year to October 31, 1977.

Mr. Mackinnon states that the dramatic improvement in profitability, which occurred mainly during the second half, demonstrates the wisdom of going ahead with the last phase of the planned development as was done some two years ago.

Although the build-up of productivity was slower than intended, the company has now begun to achieve something like the level of productivity for which the development was planned.

Negotiations with the Scottish Development Agency have been brought to a satisfactory conclusion, states Mr. Mackinnon, who considers the advantages to be gained by the introduction of this long term finance, with repayment spread over 20 years, of considerable importance to the company's development.

During the year, bank liability decreased by £49,533 (£329,536 increase).

Securicor

TURNOVER TOPS £100m

	1977	1976	1977	1976
	£000	£000	£000	£000
GROUP TURNOVER	100,828	81,806	95,952	79,261
NET PROFIT BEFORE TAX				
Security Division	3,541	2,688	3,541	2,688
Finance Division	979	738	356	250
	4,520	3,426	3,897	2,938
Tax	1,275	1,209	930	948
NET PROFIT AFTER TAX	3,245	2,217	2,967	1,990
Due to outside shareholders	1,424	956	—	—
Extraordinary items	20	—	38	—
	1,801	1,281	2,929	1,990
EARNINGS PER SHARE	14.9p	10.2p	19.4p	13.0p
Final dividends recommended	0.9568p	0.8567p	1.3217p	1.1833p
Total dividends for year	1.2533p	1.1221p	1.9987p	1.7805p

NOTE: The results for 1976 have been restated due to changes in accounting policies for overseas development expenditure and deferred taxation.

Group turnover increased by 23% to £100.8m during the year and group profit by 32% to £4.5m. Now, as last year, our capacity for continued progress is likely to relate to the general economic recovery of the nation and particularly to the maintenance of a responsible approach to pay and prices. Nevertheless, bearing in mind the present extent of the group's operations, both at home and overseas, and the increasing scope for progress which the breadth of those operations now affords us, I feel that there are grounds for optimism that prosperous growth will be maintained.

PETER SMITH
Chairman

What does Grindlays bank on?

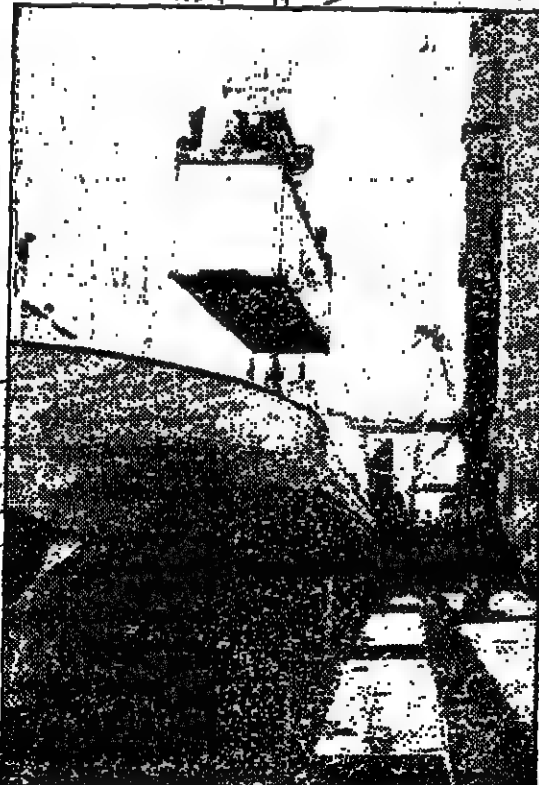
The Grindlays Bank Group has come a long way from its beginnings in the 19th Century. In 1978 we are a major international bank - a world leader in certain areas - but we work hard to preserve the traditions that put us where we are today.

Although the Group is now represented and active all around the world, we have not forgotten that it is people who make our business: our own specialists and managers in head office and branches working alongside other people - our customers.

The success of this team effort can be seen in these examples of the Group's activities - as they happen. They are the result of people's efforts. That is what Grindlays banks on.



THE GROUP PROVIDES BANKING FACILITIES FOR 71 OF THE U.K. TOP 100 INDUSTRIAL COMPANIES SOMEWHERE IN THE WORLD. Two of our corporate banking team in London discuss the financing of a project in the Middle East with the Finance Director of a leading British contracting company.



THE GROUP ACTIVELY PROMOTES BRITISH EXPORTS THROUGH ECGD DOLLAR BUYER CREDITS. We have arranged ECGD export finance facilities for British equipment to customers in over 55 countries.



THE GROUP'S TREASURY DIVISION COVERS ALL FOREIGN EXCHANGE AND MONEY MARKET ACTIVITIES. Our foreign exchange dealing room is one of London's most active in the major currencies and also provides quotations in up to 40 other currencies. The Treasury is also active in the eurocurrency and sterling inter-bank markets and in particular offers a service in a wide range of money market instruments.



23 Fenchurch Street, London EC3P 3ED.

JUNTER-INFLATION ACT 1973

Treasury have given consent to the declaration by the following series of dividends of the total amounts specified for the fiscal years ending on the specified dates.

Company	Value	Ratio
Amalgamated	£60,000	31.1077
Amalgamated	£49,530	31.378
Amalgamated	£883,030	30.677
Amalgamated	£28,408	30.977
Amalgamated	£14,161	30.977
Amalgamated	£135,000	30.977
Amalgamated	£392,062	1.1077
Amalgamated	£39,200	31.1276
Amalgamated	£45,813	30.977
Amalgamated	£2,096,398	30.977
Amalgamated	£3,925,182	25.977
Amalgamated	£492,000	30.1177
Amalgamated	£798,887	30.977
Amalgamated	£104,000	31.1277
Amalgamated	£55,673	31.378
Amalgamated	£40,075	30.977
Amalgamated	£259,438	19.777

The Lincroft Kilgour Group

Textiles and Menswear Manufacturers

Summary of Accounts

Year ended 30th September	1977	1976	
Turnover	£12,340,362	£9,846,151	+25%
Including Exports	£5,154,423	£4,102,081	+26%
Profit before taxation	£1,040,376	£764,959	+36%
Profit attributable to shareholders	£900,039	£495,356	+82%
Earnings per share	18.78p	10.61p	+77%
Dividends per share	3.49p	3.10p	+12%
Shareholders' funds	£3,563,197	£2,833,293	+26%
Equivalent per share to	74.36p	59.13p	+26%

Extracts from the Review by the Chairman, Mr. Tony Holland

Trading Review 1976/77

As anticipated, the improvement both in sales and trading profits continued throughout the year and, for the first time, the Group achieved pre-tax profits of over £1 million.

The pre-tax profits of £1,040,376 have been achieved without the material unrealised exchange gains which occurred in 1975/76. Thus, this year's increase in profitability has been brought about by an increase in the volume of trade in the merchandising division allied with an upturn in the demand for men's suits from the mail order trade during the second half of the year.

I consider the Group results for 1976/77 to be very satisfactory.

Prospects 1977/78

Business in the merchandising division remains satisfactory as does demand for the products of all sections of the clothing division, and sales are presently running ahead of last year. However, I do not deem it prudent to make forecasts but the directors view the outcome for 1977/78 with a measure of optimism, notwithstanding any unrealised exchange losses, resulting from the appreciation in the value of sterling, which have occurred since 30th September 1977.

Copies of the Report and Accounts are available from The Secretary, The Lincroft Kilgour Group Ltd., 7-8 Warwick Street, London W1A 3AQ.

BOC faces hard year with no earnings growth

FOLLOWING the most damaging strike in the group's history, the current year will be difficult for BOC International and the earnings growth of recent years will not be maintained, Sir Leslie Smith, the chairman, warns members.

Demand for the group's products should increase during the year but it will be harder to achieve a reasonable profit level. The squeeze on margins will be most noticeable in Europe, and the region's profit will be affected by the four week strike in the U.K. cases division. With lower margins a more selective view on investment may be necessary.

Overseas some improvement in profits is expected but the recent strengthening of sterling will reduce substantially the reported value of overseas earnings, the directors say.

Though the company is insulated from the worst effects of such uncertainties as inflation, currency movements, and political risk, a temporary check on growth and expansion is inevitable, and the consequences of the strike will be felt for years to come.

Many customers and a lot of money was lost by it and those losses place in jeopardy the security of jobs and maintenance of the company's U.K. investment programme, the chairman says.

Fixed capital investment in this country during 1976-77 rose to £36.5m. (£23.1m out of a total of £13.4m. (£4.8m.)) to the

Pacific area £10.0m. (£10.4m.) was spent and £7.0m. (£5m.) in the rest of Europe. (£2.5m.) was invested in America, excluding Africa and £1.7m. (£1.3m.) in Asia.

Net borrowings, including finance leases, were £10m. down at £13.6m. after £3.6m. from rights issue. By year end borrowings represented 34.5 per cent of total capital employed which was well below the gearing level which could be reasonably supported in the long term, the directors say.

The absolute level of borrowing will increase substantially during 1978 and there will be an increase in gearing. Facilities have been arranged with the group's bankers to ensure adequate capital for its foreseeable needs in 1978.

Sir Leslie describes the group's state as providing access to a major source of technology and managerial skills and strengthening its ability to compete on equal terms with international competitors. A good return is expected from the investment.

The U.K. strike occurred despite the huge investment in modern equipment and processes and efforts to provide employees with detailed information and explanation, an invitation to participate and become involved, and a continuing process of improved wages and working conditions.

However, Sir Leslie comments that, though there are lessons to be learned, there is little point in

attempting to allocate blame. The U.K. management will do everything possible to reassure customers, to minimise loss and avoid cutting jobs and investment.

By 1977 total employment within the group was down to 40,800 from a peak of 42,500 in 1975 and the group expects to maintain the current level over the next year.

For the year to September 30, 1977, on sales up 10.4 per cent, the group's profit advanced to £82.2m. (£75.6m.) as reported on December 22. The net total dividend is stepped up to 3.13p (2.63p).

On a current cost basis profit would have been reduced to £55m. after additional depreciation of £17m. and cost of sales of £11m. and adding a gearing adjustment of £11m. The effect on the balance sheet would be to increase net value of fixed assets by £13m.

Revaluation of plant, distribution equipment and vehicles during the period lifted the net book value of assets by £27.1m.

Working capital at year end showed a net increase of £30m. (£3m.). Deposits at short call and cash and banks balances stood at £22.5m. (£23m.), while bank overdrafts and short term borrowings were ahead from £19.4m. to £21.2m.

Capital spending projects totalled £85.1m. (£28.95m.) of which £25.1m. (£24.4m.) had been authorised but not committed.

See Lex

CHRISTIAN SALVESEN

Sticking to what it knows

BY JAMES BARTHOLOMEW

FOR SEVERAL years now Christian Salvesen has appeared to be one of the major private companies most likely to go public. Its annual reports and accounts, of which the latest for 1977 has just been published, are just as informative as those of most public companies. If not more so, and the chairman is on record as saying he wants to be ready to take the plunge whenever the time seems right. But the company repeated yesterday that it has "no present intention" of going public and the incentive to do so has, if anything, diminished over the past year.

Christian Salvesen was created in 1948 by a Norwegian expatriate as a shipping agency. In the 1950s it branched out into shipowning before going in for whaling in the 1960s. This continued as its major activity until the stock of whales in the high seas began to fall as a result of over-fishing. Salvesen took an opportunity to sell out to the Japanese and found itself in the early 60s with plenty of capital and the need to invest it somewhere.

The major, and most successful, outlet turned out to be the cold storage and transport of food. Salvesen already had expertise in cold storage technology and arrived on the scene in the early stages of the frozen food boom. Having vigorously pursued this growth industry, food services now account for £5.3m. of the

£9.9m. trading profit.

Much less successful, with the benefit of hindsight, was the venture into housebuilding, contracting and building materials in the late 60s and early 70s. At the time, other companies told Salvesen they were jealous that it had the capital available to go into this field. But the timing was in fact very poor. In 1975, for example, Salvesen paid £8m. for J. and A. Jackson, the brick makers and another £1.5m. for Hawker Homes which had substantial land stocks in Scotland. But in 1977 the pre-interest profit of the entire building and property division was only £2.4m. of which £1.2m. was the profit on land sales.

In its current state, Salvesen would probably not be the most popular of stock market issues. Of its five divisions, food services, property, seafoods, marine and oil services in order of importance, only one is in a really healthy industry. Admittedly that one is the business food services, but it nevertheless makes a less than ideal package, and the overall return on capital employed is poor at 14.5 per cent.

But the company is by no means discouraged, believing as it does that most of the activities in trouble have either reached or passed the bottom. And further, cold storage technology and food services division. Last year the group invested £12.8m. in fixed assets, a large portion of which went into buying a cold store at Bourne in Lincolnshire. A new

cold store also began operating at Bourne last October and could be the prelude to more expansion on the continent.

However, the balance sheet has taken this spending in its stride and over the past year the credit climate has eased so markedly that the attractions of a quotation for that purpose have decreased.

Salvesen has been able to achieve a marked change in the balance of its lending in favour of the longer term as the banks have been keener to find sound borrowers and meet their requirements. Consequently the medium and long term lending of Salvesen has been increased by £41m. and the covenants have been correspondingly reduced.

The ratio of current assets to current liabilities is now a healthy 1.1:1.

After showing some uncertainty over where it should be heading, since selling the whaling interest, Salvesen's course now seems a lot more clear. It will develop existing activities rather than launching into new ones.

The owners of the company consist mainly of about 180 members of the family and their trusts. They and the employees are the only individuals allowed to have shares in the company in fact. The Church of Scotland has just under a fifth of the equity because one of the family left his shares to it in his will. Other investing institutions have to be content with a mere 450,000 shares obtained through the conversion of some preference shares.

GKN/SACHS JUDGMENT

Surprise defeat for GKN

BY A. H. HERMANN, LEGAL CORRESPONDENT

GKN's FINAL defeat in its long battle to acquire the West German Sachs group disappoints hopes in both the U.K. and Germany that the merger would mark an important advance in industrial co-operation between the two countries.

In Germany especially it was hoped that the merger would facilitate the diversification of Sachs and the expansion into overseas markets. Sachs is the nation's leading motor car component manufacturer and clutch supplier.

Allowing the Federal Cartel Office's appeal against the merger, the five judges of the Supreme Court of Germany revoked the favourable decision of the Berlin appeal court.

They did not however accept the main ground for the prohibition advanced by the Cartel Office—that the additional financial muscle gained by Sachs as a result of its merger with GKN would lead to increased market dominance.

The judgment says that the court found other grounds for the conclusion that the merger would increase Sachs' dominance in the clutch market, but its detailed reasons will not be known till later when the text of the judgment is eventually released.

The verdict came as a considerable surprise especially as the Cartel Office had expected a ruling enabling it to prohibit on the basis of added financial

power conglomerate mergers which do not automatically result in an increased market share.

The draft Bill for a revision of the West German competition law, about to be finalised in Bonn, provides for legal assumptions which will make it easier for the Cartel Office to control such conglomerate mergers merely on the basis of the size of the parties involved.

However, the decision of the Supreme Court will be used by the adversaries of this revision of the law as an argument that it is not really necessary, and that as the outcome of the GKN-Sachs case shows, the present less strict law is sufficient to enable the Cartel Office to control even conglomerate mergers.

The critical question which the court had to determine was how the lower courts should assess the probable effect on competition of such an increase in the financial strength of an enterprise.

Stressing that the decision went far beyond the interests of the parties directly concerned, Dr. H. Pfeiffer, president of the Supreme Court, emphasised the important position which motor car manufacturers held on the German clutch market—the sector on which the Cartel Office concentrated its attention when banning the merger.

The car manufacturers can restrict the supplier's freedom of action by determining their quotas and by operating their own quality control. In pointing out this, the president had seemed

to indicate that the court recognised the power of the buyers and would take it into account when considering whether the financial strength added to Sachs by GKN could in fact lead to an increase of Sachs' dominance of the German clutch market.

It was the president's remarks on the strong position of the car manufacturers which had led many observers to expect a favourable judgment for GKN.

Obviously fearing that acknowledgment of the car manufacturers' market power could defeat its main argument, the Cartel Office introduced in its appeal an entirely new argument, namely that the acquisition of Sachs would eliminate GKN as a potential new entrant to the German clutch market.

Counsel for Sachs protested against the introduction of a new justification for a decision taken by the Cartel Office on different grounds. He said this was contrary to the procedural rules. If allowed, it would enable the Cartel Office simply by shifting its ground, to cause endless delays in the judicial review of its decisions. In this way it could kill any merger, even when not authorised to do so by law.

GKN submitted through its attorney that they had an opportunity to enter the German clutch market when they acquired control of Uni-Cardan but did not do so. On the contrary, they restricted this company's operations in the clutch market.

Heavy dredging costs hit Manchester Ship Canal

WHILE the Manchester Ship Canal Company will have to go on paying heavy expenditure on dredging works, Mr. D. K. Redford, the chairman, is optimistic that conditions at its approach channel in the River Mersey will improve.

In 1977 pre-tax profit dropped to £2.12m. (£4.03m.), with results reduced by dredging costs of £2.8m. compared with £1.59m. in 1976.

Mr. Redford says in his statement to shareholders that although the channel as a whole improved during the second half of the year the company has continuous problems with Bromborough Bar which lies at its seaward end.

He says that in 1977 more material, mainly sand, was dredged than in any year since the 1950s and early 1960s.

In the year total tonnage was down 7.7 per cent on 1976, but there was virtually no change in the volume dealt with by its cargo handling operations.

The company's sales force was strengthened and strenuous efforts were made to explore possible new fields of business.

Investment with certain trades, particularly in India, Pakistan and Bangladesh have been extended. The Gulf of Mexico and New York were also visited.

On the property side rents are well up, Mr. Redford reports, including income from some of the industrial buildings bought in 1976 on its Barton Dock Estate.

In the current year the company will be continuing its programmes for replacement of cargo handling equipment, the rehabilitation of sheds and quays at No. 9 dock, Manchester, renewal of pipelines at Stanlow Oil Docks and repairs to the slopes of the ship canal. These repairs are now costing some £400,000 per year.

The resurfacing of its container terminal and additions to repair facilities for van carriers at Manchester Docks are hoped to be completed in the next few months.

The estimated balance of uncompleted capital works in progress is £577,000 (£1,171m.), and authorised capital spending for the year is shown in the accounts at £78,000 (£29,600).

The company is making additional increased pension fund contributions of £1,00m. over 30 years, and £3.53m. over 47 years as from January 1, 1975, to meet unfunded liabilities in its pension schemes.

Meeting, Manchester, February 28 at noon.

Japan move to restrain Drayton Trust

Following its diversification of investments away from Australia to Japan, Drayton Far Eastern Trust may not be able to increase future dividend payments because of the lower yields available. Mr. D. R. Stevens, chairman, says in his statement with accounts.

He said it was anticipated that the diversification would lead to a reduction of income, and adds that if the tendency for sterling to appreciate continues, particularly against the Australian dol-

lar, the growth in revenue will be further restricted.

In the year, the percentage of investments in Australia was reduced from 61.1 per cent to 45.5 per cent, with a further 7.4 per cent represented by U.K. based companies with major Antipodean interests.

Investment in stocks registered in the Far East, including Japan, at the same time increased from 26.1 per cent to 36 per cent, including U.K. companies with major Far East and international operations this climbs to 47.1 per cent.

Mr. Stevens says the figures are however not strictly comparable because of the higher level of cash held at the December 31 balance date. Bank deposits and current accounts stood at £12.8m. compared with £9.54m. at year end.

Mr. Stevens says that with 93 per cent of total net assets held through the investment currency premium the decline in its level following the announcement of the abolition of the 35 per cent surrender requirement must be viewed with concern.

The directors however believe that it will enable a more flexible investment policy by effectively lowering dealing costs but it may mark a move towards a more liberal U.K. exchange policy leading to eventual abolition of the premium.

In 1978 the method by which overseas investments are financed may, therefore, assume added significance, he says.

Drayton's accounts have been qualified by the auditors, Connors and Lybrand on the non-compliance with SSAP 9, which deals with the treatment of Advances Corporation Tax.

Accounts show U.K. investments at £1,071m. (£9,98m.), and overseas investments down from £4.7m. to £2.77m. Net current assets are shown ahead from £389,581 to £12m.

Scottish Amicable Life Assurance Society owns 8 per cent of shares and Drayton Commercial Investment Company 5.5 per cent. Meeting, 117, Old Broad Street, E.C.2, on March 16 at 12.15 pm.

NatWest Registrars Department

National Westminster Bank Limited has been appointed Registrar of

CORNELL DRESSES LIMITED

All documents for registration and correspondence should in future be sent to:

National Westminster Bank Limited
Registrars Department
PO Box No 82
National Westminster Court
37 Broad Street
Bristol BS99 7NH.

Telephone Bristol (STD Code 0272)
Register enquiries 290711
Other matters 297144

PETER BROTHERHOOD LIMITED

INTERIM STATEMENT

	Unaudited results for the six months ended 30th September 1977	Year ended 31st March 1977	Year ended 31st March 1976
Turnover	£4,089	£2,238	£13,558
Trading profit	354	596	1,616
Interest payable	34	106	228
Profit before tax	320	490	1,388
Corporation tax (52%)	168	255	717
Profit after tax	152	235	671
Amount written off investment	nil	182	182
Profit after tax and extraordinary item	152	517	489

Turnover is influenced by delivery dates of individual contracts and does not reflect the level of activity in the factory. The substantial improvement in order intake during the six months ended 30th September, 1977 has continued and will be reflected in deliveries for 1978/79.

It is the Directors' intention to continue their practice of giving their estimate of the year's result, when they announce the Interim Dividend in April.

A.C.E. MACHINERY (HOLDINGS) LTD. Investment in Research aids growth prospects

Highlights from the circulated statement of the Chairman and Managing Director, Mr. H.V. Gair, FCS, FRSA:

★ The growth prospects for our chemical engineering subsidiary, William Jones (Chemical Engineers) Ltd., look very promising. Indeed, following an exceptional research and development expenditure, we have already obtained contracts substantially exceeding the whole of the previous year's intake.

★ The market so far as the U.K. construction industry is concerned has marginally improved and it would appear to us that the decline in this area has been arrested. We have during the year designed a new type of personnel hoist, the market for which will be very largely outside the construction industry and we have sold our first unit.

★ The trading profit for the year ended 30th September, 1977, is £320,787 compared with £418,894 for the previous year.

★ The Directors recommend a dividend of 3.383p per share payable on 6th April, 1978, and this is the maximum increase permitted (1976 3.029p).

New Issue
February 22, 1978

AKSJESELSKAPET

NORCEM

DM 50,000,000

5¾% Deutsche Mark Bonds of 1978/1985

Offering Price: 100%
Interest: 5¾% p.a., payable on March 1 of each year
Maturity: March 1, 1985
Listing: Frankfurt am Main

Deutsche Bank
Aktiengesellschaft

Hambros Bank
Limited

Algemeene Bank Nederland N.V.
Amstelveen and S. Blokhuisdijk, Inc.

Bank für Gemeinwirtschaft
Aktiengesellschaft

Banque Générale de Luxembourg S.A.
Banque de Paris et des Pays-Bas

Bayerische Vereinsbank
Caisse des Dépôts et Consignations

Creditanstalt-Bankverein
Den Danske Bank
A/S 1971 Arvebeholdning

DG Bank
Deutsche Genossenschaftsbank

Eurobank S.p.A.
Girozentrale und Bank der
österreichischen Sparkassen
Aktiengesellschaft

Hill Samuel & Co.
Limited

Kjøbenhavns Handelsbank
Landesbank Schleswig-Holstein
Girozentrale

Memil Lynch International & Co.
Morgan Stanley International
Limited

Sal. Oppenheim jr. & Cie.
Privatbank AG
Aktiengesellschaft

J. Henry Schroder Wegg & Co.
Limited

Société Générale de Banque S.A.
UBS-DB Corporation

J. Vortobel & Co.

Den norske Creditbank

Swiss Bank Corporation (Overseas)
Limited

Bank of America International
Limited

Amsterdam-Rotterdam Bank N.V.
Banca Commerciale Italiana

Bank of Belgium Lambert S.A.
Banque de l'Indochine et de l'Extrême-Orient

Banque Populaire Suisse S.A. Luxembourg
Borger Bank

Christiania Bank og Kreditkasse
Crédit Lyonnais

Dallwitz & Co.
Dillon, Read Overseas Corporation

European Banking Company
Groupement des Banquiers Privés Genevois

Kansallis-Osake-Pankki
Kleinwort, Benson
Limited

Lazard Frères et Cie
B. Metzler soel. Sohn & Co.

Nordfinanz-Bank Zürich
PKBanken

N. M. Rothschild & Sons
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This announcement appears as a matter of record.

February, 1978



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IDS AND DEALS

Comet attacks Wigfall defence document

Comet Radiowest has written a defence document attacking the Wigfall Group's claim that it is a defence document issued by the company.

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MINING NEWS

CAIL to be allowed to mine NSW coal

BY KENNETH MARSTON, MINING EDITOR

A SOFTENING has occurred in the hard-line attitude of the New South Wales Government towards the 400m. tonne coal deposit in the Warburton coal area and Coal and Allied Industries. The latter, which has proven up the coal reserve to be mined, is to be allowed to mine the deposit.

Last October the NSW Government announced that CAIL would not be invited to apply for the lease which would instead be issued to the NSW Electricity Commission. The latter would own at least 51 per cent of any joint venture to develop the deposit.

A possible explanation of the Government's attitude at that time was that CAIL was subject to a joint take-over bid from the Australian Howard Smith group and the Rio Tinto-Zinc 72.6 per cent owned Cominco-Blasto of Australia. The Government move, now dropped, thus forestalled a measure of control over the coal reserve by a foreign investor.

The move also created considerable concern and prompted the NSW Government to work on guidelines for foreign investment in the mining industry within NSW. The lengthy delay had held up plans announced last November for British Petroleum to link with Australia's Oakbridge to build a new coal mine at Clarence.

The latter deal called for BP to pay \$43m. (£25m.) to purchase a 50 per cent stake in the project but Oakbridge would retain management control of the project and would be the operator. BP would not acquire any equity in Oakbridge itself.

NSW guidelines on investment in new mineral exploration and development now announced by Sir Pat Hills, State Minister for Mines and Energy, envisage a minimum Australian ownership of 51 per cent compared with the Federal Government's 1976 figure of 50 per cent.

However, existing mines will not be affected and a gradual build-up to Australian majority ownership will be allowed in ventures where this is not imposed by the provincial Government and where the ventures are of exceptional value. Foreign portfolio holdings will be left alone unless there are "pronounced growth tendencies".

Broadly speaking, prospectors would be free to pursue a case to a mining lease for a viable find but this would not be automatic. Otherwise the State will give preference in granting mining leases to groups with higher Australian participation.

Impala may lift payment

IF THE increased price of platinum holds and costs can be contained South Africa's Impala Platinum might be able to increase its dividend total in the current year to next June. So far there have been two quarterly dividends totalling 40 cents, the total for the full year to last June was 70 cents.

The chairman, Mr. Ian Greig, has pointed out, however, that there is not much room for manoeuvre at the current rate of capital expenditure which will be \$15m. (£9m.) this year compared with an average of \$1m. in recent years. Furthermore, Impala will become liable for tax from this year and should reach the full 55 per cent liability by June 1979.

Mr. Greig added that a rate of mine and refinery production at between 700,000 and 750,000 ounces is anticipated for the 1978 calendar year against 650,000 ounces to the financial year ended June 30. Both Impala and Rustenburg are selling their platinum at \$245 per ounce compared with \$165 as recently as last November.

Mr. Greig's comments on the market for platinum are reported in Farming and Raw Materials on Page 38.

BETHLEHEM IN THE DOLDRUMS

The Vancouver group, Bethlehem Copper, has announced a 1977 net profit of \$2m. (\$400,000) compared with \$1.7m. in 1976, but, reports John Sogorich from Toronto, these statistics do not really give a true indication of the financial position.

The profit was derived from investment and interest income, a legacy from the good earnings years. Low continuing low copper prices, a six-week strike at the Highland Valley mine, combined with higher operating costs, resulted in mine operating losses for the second year in a row, said Mr. Bryan Reynolds, Bethlehem's president.

The mine has been, in short, subject to many of the same pressures which have depressed earnings at North American

copper operations. The position shows no immediate signs of improvement. Prices have remained low and in Bethlehem's case, additional complications have arisen from the unusually cold weather which caused production to be curtailed from December until mid-January.

Bethlehem, which was subject to a takeover bid from Cominco last year, is constructing a new circuit to recover molybdenum from its loss mine.

Cool response to Quebec asbestos plan

THE QUEBEC group, Asbestos Corporation, which is 54 per cent owned by General Dynamics of the U.S., is responding coolly to the provincial Government's policy of takeover. A statement accompanying the announcement of static 1977 earnings, said that the Board would study all alternatives.

The Board may formulate alternative proposals for the Quebec Government to consider, but it made clear that it was firmly committed to obtaining the best possible treatment for the shareholders.

Asbestos Corporation is the second largest fibre producer in the province and the Government believes that a takeover would be a good way of ensuring the objective of more processing within Quebec. But this reasoning is rejected by the Board.

At present it is thought that the provincial Government is carrying out an evaluation of Asbestos Corporation, the results of which would determine the scale of some future offer for a controlling interest.

At present the group is engaged in heavy spending on capital projects, although its earnings performance has been sluggish. Net income in 1977 was \$2m. (\$400,000), a slight advance on the 1976 profits of \$1.7m. (\$340,000).

Last year \$22.5m. was spent on equipment replacement and plant modernisation as part of a plan to reduce the exposure of employees and the general population to airborne fibres. A further \$17m. will be spent this year on environmental measures.

The group's exploration programme has increased proven reserves to 226.2m. tons, enough for 25 years production at the current rates of extraction. The total could increase as the diamond drilling continues.

Although Asbestos Corporation is not more than lukewarm about the sales prospects in the first half of this year, it expects an improvement in demand during the second half. It is confident about long-term market growth, especially in the asbestos cement sector, for which about 65 per cent of the Corporation's output is suitable.

JOSEPH STOCKS & SONS (HOLDINGS) LIMITED

(Provision Merchants and Importers)

An unchanged interim dividend of 4% has been declared, payable on 4th April, 1978. In the half-year ended 30th September, 1977, turnover was £18,600,139 (£17,136,258) and trading profit £256,720 (£264,503), after depreciation of £55,343 (£48,862). Investment income amounted to £10,149 (£852) and profit on sale of assets £1,756 (£2,821), making total £268,625 (£267,870).

The results of the two operations acquired in September, 1977 have not been incorporated in these results. Mr. D. W. Osterfeld, Chairman, says that sales have been maintained over the half year, and "We look forward to continuing progress."

DUDLEY

Metropolitan Borough

Floating Rate Stock 1982

For the six months from 22nd February 1978 to 22nd August 1978 the interest rate on the above stock will be 3-1/2% per annum.

Morgan Grenfell & Co. Limited.

OLDHAM

Metropolitan Borough

Floating Rate Stock 1982

For the six months from 22nd February 1978 to 22nd August 1978 the interest rate on the above stock will be 3-1/2% per annum.

Morgan Grenfell & Co. Limited.

Newman's Dutch expansion

an industries, the fast industrial group which in October bought Dover ring, is back on the move, but this time out of U.K.

Mr. Bartlett, chairman, announced that Newman's Dutch-based subsidiary, Newman's Dutch, had acquired a 51 per cent stake in a Dutch-based company, Avdel.

At the same time Newman's Dutch has laid out \$205,000 for a new plant in June, the remaining 68.8 per cent of the shares. In the meantime Newman will assume day-to-day management control of the move.

Mr. Bartlett described the option scheme as insurance. On October 18th Newman will have had 18 months of managing Avdel before it needs to spend a further \$25m. on buying out the rest of the shares; on the other the option protects its current interest by dissuading possible outside bidders for the Dutch company.

The acquisition comes only a month after Newman disposed of two subsidiaries, thereby reducing bank debt by £1.75m. By last month, according to Mr. Bartlett, Newman was "back in the black on current account". The \$25m. paid for Avdel has in any case come out of Newman's earnings—see generated overseas.

CHARTERHOUSE STAKE IN MORCEAU

Charterhouse Development Capital, the development capital company formed by Charterhouse Group and major insurance companies and pension funds, has acquired a minority share interest in Morceau (Pte Protection).

Charterhouse has made a financial facility available to the company and will be represented on the Board of Morceau. Nottingham-based contractor involved in the protection of buildings, chemical plants and oil rigs.

Charterhouse also announces that it has acquired 10 per cent of the equity of Boulanger Freres, one of the largest electrical retailing groups in France. Through its French subsidiary, Charterhouse makes it is to get a seat on the Board, Boulanger, which is based in northern France, currently has 15 shops.

also purchased a small number of local authority bills. The amount of help was probably more than the market required, however, and banks are expected to carry over surplus balances.

There was a net take-up of 5-1/2 per cent in the afternoon. Closing rates were in the region of 4-1/2 per cent. Short-term fixed period interest rates remained fairly steady in the region of 4-1/2 per cent. Rates in the table below are nominal in some cases.

England Minimum Rate 6 1/2 per cent. 1 January 6, 1978

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B. SUNLEY

Bernard Sunley Investment Trust emphasised last night that it was not selling its wholly owned subsidiary, Sunley Homes, to Bates Built Homes, but that Bates was to take over its management.

Mr. D. C. Jessel, chairman and managing director of BSIT, said that, for a commission, Bates was to run the Sunley Homes operation to the effect that any benefits from subsequent increases in selling prices or economies in building costs would be passed to Sunley.

He said that, under the agreement, BSIT expects to receive the realisation of its investment in the homes operation, amounting to about £7m.

The "managing out" agreement has been drawn up over a three-year period, although it could be concluded earlier. The unusual deal is principally designed to prevent BSIT from having to sell its loss-making homes operation at a time when it could not expect to achieve a good market price.

THOS. W. WARD

Thos. W. Ward of Sheffield announces the sale for £175,000 of the last remaining fixed assets of Marshall Fowler, now part of the British Leyland Special Products Division.

The sale to Darnall Shotblasting Company, a subsidiary of Leyland, encompasses the Marshall Fowler engineering workshops in Leeds which have been vacant for approximately two years.

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KENNECOTT

Producers of copper, molybdenum, gold, silver, lead, zinc, cobalt, vanadium, niobium, tantalum, and rare earth elements.

Producers of copper, molybdenum, gold, silver, lead, zinc, cobalt, vanadium, niobium, tantalum, and rare earth elements.

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Is this the challenge of our times?

Ignorance of the true purpose of modern businesses, particularly if multinational, remains widespread and continues to breed fear and hostility. This ignorance can be attributed to many causes, but most of the blame must lie with industry itself and our failure to communicate. Whatever the cause, the consequences are plain to see in all industrial communities. Doubts as to the morality of creating more wealth; increased bureaucratic control; fear of multinational operations; increased reluctance of able people to make their careers in industry; the rejection of financial incentive and differential rewards and so on. It is, perhaps, the challenge of our times and affects us all.

In no area has more effort been made in recent years than in communicating with our UK employees. The effort has included the provision of detailed information and explanation, the invitation to participate and become involved, and a continuing process of improved wages and working conditions. It has been backed by a huge investment programme, partly financed by overseas profits, in order to provide the most modern equipment and processes.

Despite these efforts, we were hit in October 1977 in the UK by the most damaging strike in our history, the consequences of which will be felt for years to come. We lost a lot of money and business and those losses inevitably threaten the security of jobs and the maintenance of our UK investment programme. This is economic reality and is stated without emotion of any kind.

With the consequences of the UK strike a major factor, 1978/79 will be difficult and we shall not maintain the earnings growth of recent years. There is an air of uncertainty everywhere. Inflation continues in most countries; currency exchange movements are erratic and unpredictable; the steel and chemicals industries remain, for the most part, in the doldrums; the political see-saw goes on. Fortunately, the Group is insulated from the worst effects of these uncertainties but a temporary check on our growth and expansion is inevitable. Disappointing, of course, but best to face reality.

With over 100 companies operating in 43 countries, the BOC International Group's activities include industrial gases; medical gases and equipment; welding and cutting equipment; vacuum and cryogenic plant and equipment; chemicals and metals; computer and oilfield services.

The 92nd Annual Meeting of BOC International Ltd., will be held at The Chartered Insurance Institute, 20 Aldermanbury, London EC2, on Wednesday, 22nd March 1978 at 11.30 a.m.

The contents of this advertisement are extracted from the Statement by the chairman, Sir Leslie Smith, in the BOC International Ltd. Report and Accounts for the Year ended September 1977.

Exports up to \$60.9 million from £48.8 million. (Page 24).

BOC provided jobs for 40,900 people in more than 100 companies worldwide, paid £156.6 million in salaries (Page 5) and contributed £24.2 million to pension and welfare schemes. (Page 29).

To: The Company Secretary, BOC International Ltd., Hammersmith House, London W6 9DX.

Please send: Annual Report and Accounts and/or BOC People's Report. (Delete as necessary).

Name _____

Address _____

BOC International

The obstacles to Black business

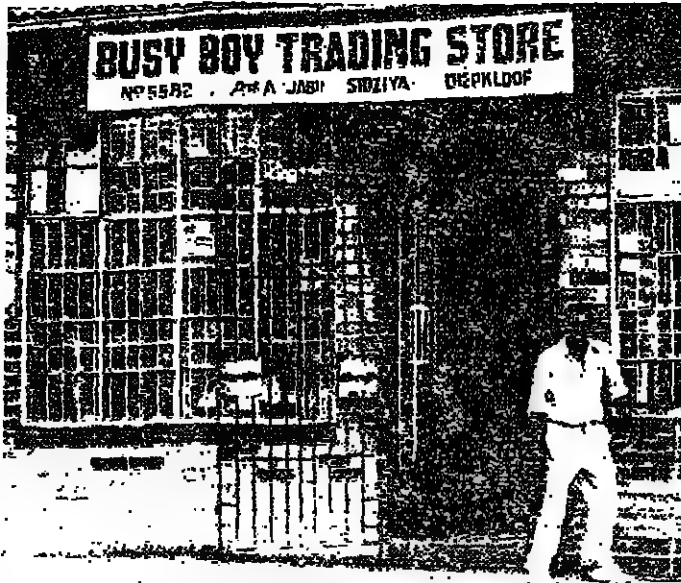
BY BERNARD SIMON in Johannesburg

BLACK businessmen have in the past played a negligible role in South Africa's economic development. In spite of the maze of restrictions which stifle their efforts, however, the country's 35,000 Black entrepreneurs are slowly making their presence felt.

Spearheading their drive to participate more fully in business life is the 5,000-member National African Federation of Chambers of Commerce (NAFCOC), formed in 1963. Only in the past few years has NAFCOC begun to catch the eye of Government and White business leaders. Most notably, the organisation, under the leadership of its urbane and respected president, Mr. Sam Molebetsi, has been a major influence in persuading the department of Plural Relations to relax some of the restrictions which straitjacket Black business, particularly in the urban areas.

These curbs stem from Pretoria's stubborn insistence that Blacks living in cities and towns in the "White" areas are only temporary sojourners, destined some day to return to a distant "homeland." So while homeland residents wishing to set up a business are given numerous financial and other incentives, prospective traders in the city townships—where most of the roughly 850,000 Blacks each year is concentrated—are faced by innumerable and often insuperable obstacles.

Before May 1976, urban Blacks were allowed to operate only 26 kinds of business catering solely for township residents' basic needs. But many restrictions have since been eased and the open list now includes 66 types of business. However, there are still many others which make the Black entrepreneur's life frustrating and complicated. Urban residents may not, for example, set up any kind of manufacturing plant, and while they are now allowed to sell



A typical Black store in Soweto.

electrical appliances, they are not permitted to repair them. A man can now own more than one business, but only on the same site. And in any case, he is prohibited from delivering goods outside the townships. Expansion is further limited by regulations which restrict business premises to a maximum area of 360 square metres.

One of the biggest obstacles is the Blacks' inability to acquire freehold title to their premises. This means businessmen are often unable to provide acceptable security for bonds or other types of finance needed to modernise and expand their operations. The limited range and small size of most Black businesses have raised thorny questions about competition from sophisticated White merchants. Black traders' inability to buy in bulk has meant that their prices are generally higher and the variety of their stocks smaller than those in "White" city supermarkets. As a result, about three-quarters of Black city dwellers purchases are made outside the townships.

At present, White businessmen are not allowed to trade in the townships, but several companies have urged that they be allowed to do so. The Minister of Plural Relations and Development, Dr. Connie Mulder, said last week that he is considering allowing White-owned chain stores to operate in Black townships. Dr. Mulder's announcement comes in the wake of the Johannesburg City Council's approval of plans by a group of White businessmen to build a large shopping complex at Klipspruit on the outskirts of Soweto.

According to a Johannesburg Sunday newspaper report, Dr. Mulder is advocating a policy of "free trade" in the Black townships as part of his five-year plan to improve the quality of life of urban Blacks. The Government may also be prepared to ease further the restrictions on urban Black traders although there is no indication that they will be allowed to set up businesses in "White" areas.

Moves to allow Whites to trade in the townships without giving Blacks similar rights in cities' central business districts

are strongly opposed by Black consumer and business groups. Mrs. Sally Mollana, president of the Black Housewives' League, said that Blacks would not derive any benefit from Dr. Mulder's plan. "If the Government wants to uplift the Black man and improve his quality of life then it must allow proper free trade," she said. The Housewives' League has attacked the proposal as "an excuse to let Whites into Black areas to exploit the Black people under the guise of uplifting them."

NAFCOC is bitterly opposed to letting Whites trade in or near the townships and it is fighting the proposed Klipspruit development. A mass meeting of Soweto traders, who fear that such a development would spell disaster for their own businesses, has condemned the proposal. "Our members are very concerned," says Mr. Molebetsi. "White business interests seem determined to exploit in an unfair and even underhand way the severe restrictions under which Black businessmen in the urban areas suffer. We will not stand for it."

There are at present probably only three Black enterprises which have the potential to become major forces in South Africa's business community. These are the African Bank, Afribank, the African Development and Construction Company and Blackchain.

The African Bank, in which leading White banks have a minority share, was formed three years ago and has so far had a rather disappointing record. It has three branches—one in Soweto, one at Ga-Rankuwa just north of Pretoria and the third in Umela in Transvaal. In terms of a Government directive, the bank must set up a branch in a homeland area for each urban one opened. Deposits by October 1977 totalled only R3.7m, against the break-even target of R2m. Losses rose from R65,000 in 1975 to R185,000 last year.

The other two companies are even less well established. African Development and Construction, in which Roberts Construction has a 49 per cent stake, has only just started work on its first project—an alcoholic drinks outlet in Soweto. It hopes, however, to win further contracts for buildings in the urban areas.

Finally, Blackchain has been set up to develop modern shopping complexes in the Black townships. In association with NAFCOC and Afribank, it applied last year for a site on which to erect a R3m supermarket in Jabulani, Soweto—another reason why Blacks oppose the White Klipspruit Development so vehemently. Blackchain proposes issuing a prospectus to raise funds as soon as the go-ahead is received from the authorities, and is confident of getting the money required.

NAFCOC has meanwhile announced that one of its high priorities this year will be the formation of a development corporation to sponsor business projects both in the urban areas and the homelands. It is hoped to raise funds on both local and international capital markets for this purpose.

The low standard of education of most Black businessmen has meant that training is also being given close attention. NAFCOC, with the help of a grant from Anglo American, appointed a full-time education officer last year, to organise short courses for Black entrepreneurs. The University of South Africa's School of Business Leadership offers 15-month correspondence courses in more advanced business skills, while Standard Bank arranges fortnightly business lectures in Soweto.

But no matter how many training schemes are devised, the full potential of Black business will only be realised when the discriminatory curbs imposed by the Government are lifted.

A FINANCIAL TIMES SURVEY COMMUNICATIONS WEDNESDAY 29TH MARCH 1978

The Financial Times proposes to publish a survey on Communications. The provisional synopsis is set out below.

INTRODUCTION The impact of new technology on communications; new possibilities and new markets. The effect of computers and micro-processors.

PUBLIC TELEPHONE NETWORKS These are beginning to change to computer controlled exchange equipment (stored program control). Eventually all telephone networks will be completely digital; general trends.

PUBLIC TELEPHONE AUTHORITIES These exert very great influence on the speed of change and on capital investment in new equipment. The effects of Government financial policies.

MANUFACTURERS They are facing many different problems and challenges stemming from the new technology.

WORLD MARKETS Already highly competitive, the markets for telecommunications equipment are likely to become even more so.

NEW TRANSMISSION METHODS Optical fibre, satellite transmission, microwave and waveguides will replace traditional cables in some applications. The implications for undersea cable manufacturers.

MILITARY EQUIPMENT Defence Authorities are commissioning a new generation of battlefield exchange equipment like that based on the UK Plarnigan system.

MOBILE RADIOS These, and man-pack units for the battle-front, have recently provided an important worldwide market. Implications of the US plan to develop a new generation of equipment.

AIRBORNE AND SHIPBORNE EQUIPMENT The development of direct transmission from satellite to mercantile and naval vessels.

NAVIGATIONAL AIDS Radar and radio direction finding equipment.

DATA COMMUNICATIONS Increasing demand for the use of public and private networks. Prospects for a public switched network.

BUSINESS SERVICES These are gaining importance rapidly. Paging systems, private exchanges, mobile radio equipment, Telex, Reuter and other services. Manufacturing trends and implications for public licensing policies.

THE HOUSEHOLDER Beginning to have an increased range of communications at his disposal. Teletext and the "computer in the home," Citizens' Band radio in the US, transceiver and radar equipment for yachtsmen, etc.

TERMINAL EQUIPMENT Development of the telephone handset, answering devices, telex and facsimile transmission machines and data storage devices.

OVERLAPS The demarcation line between computer and telecommunications equipment is becoming increasingly blurred. Implications for manufacturers and buyers.

For further details of the editorial synopsis and advertising rates please contact Peter Mink, Financial Times, Bracken House, 10 Cannon Street, London EC4A 3DF. Tel: 01-248 8000 Ext. 7078. Telex: 885033 FINTIM G

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

The content and publication dates of Surveys in the Financial Times are subject to change at the discretion of the Editor



What the Alexander Howden Group is aiming for.

We're aiming to consolidate and improve our position as one of the largest and most efficient insurance groups.

We're aiming to develop new markets through our Insurance and Reinsurance Brokers, Underwriting Agencies and Insurance Companies.

We're aiming to continue our policy of planned expansion and acquisition where we see opportunities.

We're aiming to add to our reputation for effective solutions to insurance problems for clients all over the world.

And—as our doubling of profits and earnings per share in the last four years has shown—our aim has been pretty good.



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FEBRUARY ISSUE

This year marks not only the centennial of the beginning of the Kansas University art collection but also the 50th anniversary of the inauguration of the museum on the university campus.

This year also celebrates the opening of the new Helen Foresman Spencer Museum in Kansas which is honoured in this issue and now houses the very fine University collection.

Other articles discuss, Inigo Jones, Titian, Goya and Luman Reed.

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INTERNATIONAL FINANCIAL AND COMPANY NEWS

NORTH AMERICAN NEWS

Sales and income up at Lockheed

BURBANK, Feb. 21. INCOME of Lockheed Corporation in the fourth quarter 1977 rose from \$7.4m. to \$9.9m. on sales ahead from \$3m. to \$3.9m. The year-to-date advance from \$38.7m. to \$42.1m. Sales rose from \$30m. to \$33.7m. The increase in sales was attributed to the higher price of the company's products, and to increased demand for its military aircraft, and a lower tax rate. The company also said it expects 1977 results will again give a qualified opinion of its outside auditors due to uncertainties originating in the year, including the realignment of the company's operations in the TriStar jetliner.

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U.S. car makers in overseas talks

BY JOHN WYLES

NEW LINKS between the U.S. auto industry and foreign manufacturers look likely to be cemented this year following major announcements by both American Motors and the Ford Motor Company.

AMC, which is fighting hard to remain part of the Detroit scene despite steadily falling sales, has continued the series of leasing declarations which began a few weeks ago suggesting that an association with a foreign manufacturer is imminent.

Mr. Gerald Myers, the company's president and chief executive, announced in a news paper interview yesterday that an "affiliation" with a foreign car producer would definitely place this year. As a result, the company continued today.

According to AMC there is more than one prospective partner in such an affiliation and until a concrete agreement emerges from current discussions no identities will be disclosed.

However, Mr. Myers' latest remarks are being interpreted as a signal that the company is looking for a partner in such an affiliation.

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pronouncement comes just two days after Peugeot, the French vehicle manufacturer, revealed that it is discussing the possibility of a co-operative venture with AMC although the focus of the talks was technical, "without any commercial implications."

Speculation has also linked the name of Fiat, Italy's major manufacturer, with that of AMC but neither has publicly confirmed that any talks are underway. Industry observers have also considered one of the Japanese car companies as a prime candidate for a link, or takeover of AMC, but nothing specific has surfaced on this front.

Meanwhile, Ford's president, Mr. William O. Bourke, revealed yesterday that the company is negotiating with Toyota Kogyo, the manufacturer of Mazda cars and trucks, to buy manual front-wheel-drive cars for use in new front-wheel-drive cars Ford is designing to replace the subcompact Pinto and Barchin models in the early 1980s.

Predicting that an agreement could be reached by the spring, Mr. Bourke said the purchase would be made as a "cost saving

and investment conservation" move. He stressed that Ford was not taking any equity stake in Toyota Kogyo and that the purchase agreement, if it goes ahead, would be an arm's-length transaction.

Under existing agreements between the two companies, Ford markets the Japanese manufacturer's small pickup trucks in the U.S. under the Courier name.

The two companies also share a stake in an automatic transmission manufacturing company whose output goes primarily to overseas markets.

Terry Dodsworth adds: Fiat, which already has extensive interests overseas, and recently began exporting its trucks to the U.S., refused to comment on possible links last night. But the Italian company is known to have received a number of overtures from AMC in the past, and to have rebuffed them all.

The company's present management is believed to be against establishing a manufacturing unit in the U.S., where the scale of manufacturing is quite unlike that of Europe.

It has also been wary of becoming attached to an organisation with as many evident problems as American Motors.

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NEW YORK, Feb. 21.

particular since it is channeling a great deal of managerial effort into the reorganisation of IVECO, the holding company for its commercial vehicle interests.

Speculation about a financial link between American Motors and the Peugeot-Citroen group was firmly quashed by the French company in Paris last night. A Peugeot spokesman said a financial agreement with the troubled U.S. company was neither foreseen nor foreseeable, although the French car maker was holding discussions with various U.S. companies on technical co-operation, including exchange of motor parts.

The company saw "no reason" for taking a financial stake in American Motors and still less for selling a participation, although the two companies had held general discussions on exchange of components.

Peugeot-Citroen is interested in buying more parts from the U.S. to make use of the price advantages brought about by specialisation and high-scale production. It is also interested in U.S. technology, mastering the problems of extreme cold and heat, since the French group is dependent on exports for half its sales.

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Creusot Loire credit for Phoenix

CLAYMONT, Feb. 21.

PHOENIX Steel Corporation said that Creusot-Loire S.A., the French concern which controls Phoenix, has made \$7.5m. in short-term credit available to Phoenix. Terms were not disclosed.

Separately, the troubled steel maker reported a net loss of \$15.9m. for 1977 compared to a year earlier net loss of \$29.2m.

Phoenix said Creusot-Loire "has indicated its willingness" to convert the \$7.5m. in debt into equity securities. Phoenix "provided satisfactory terms can be reached."

Phoenix said the funds will be used for working capital purposes and to reduce bank debt.

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Fall in demand hits Firestone Tire profit

AKRON, Feb. 21.

OVERCAPACITY in the industry, weaker demand in North America and Europe and a depleted by the 1976 strike, have hit first quarter earnings at Firestone Tire and Rubber. Net earnings for the quarter are down from 41 cents a share to 13 cents, with the total net at \$7.4m. against \$23.3m. for the comparable quarter. Sales, however, edged forward from \$97.8m. to \$106.6m.

The company said that demand in North America and Europe was "less than robust," adding that production costs in domestic plants were higher because plants cost and low demand factors in were operating at lower levels.

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Assets disposal hits Searle

OPERATIONS of G. D. Searle

products groups, particularly pharmaceuticals and optical products, registered fourth-quarter and annual increases in sales and profits. But an increase in the company's tax rate and a net loss from discontinued operations resulted in an overall loss of \$28.4m. against a profit of \$81.5m. or \$1.18 a share previously. AP-DJ reports.

Full year results included an income from continuing operations of \$35m. or 68 cents a share, and a net loss from discontinued operations of \$63.8m. including a \$39m. loss on disposal of assets.

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Addressograph back to dividends

ADDRESSOGRAPH - Multigraph

the maker of business machines is resuming quarterly dividends with a payment of 5 cents a share for the second quarter of 1977-78. The last regular \$0.18 dividend was paid in April 1974 but the group has since paid special dividends of 10 cents a share in November 1976 and November 1977.

Profit for the latest second quarter was equal to 52 cents a share, with total net of \$4.3m. compared with a net loss of \$708,000.

Revenue increased to \$184.1m. from \$144.1m. For the six months, net profit reached \$6.4m. or 760 cents a

share compared with an operating loss of \$880,000. In the year earlier six months, a special charge of \$5.3m. made a final net loss of \$8.2m. Revenue was \$318.1m. against \$279.8m.

Results for the second quarter and six months of fiscal 1978 include a charge of \$848,000 which is the net effect of income from a licensing fee, and the disposal of a plant and the costs for relocation of headquarters facilities.

The year earlier three months and six months periods were restated for accounting changes adopted at fiscal year end.

For 1977, Addressograph reported a net loss of \$19.3m.

CLEVELAND, Feb. 21.

against restated net income of \$8.4m. or 70 cents a share, after sales had risen by 4 per cent to \$598.2m. The 1977 loss reflected an \$11.2m. loss from writing off assets of discontinued operations, an \$11m. loss for one time costs of relocating operations and \$7.8m. in changes in accounting methods.

Mr. Roy L. Ash, the chairman said in September that because of the charges taken in 1977, "substantial operating progress" should be achievable without further unusual adjustments.

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Burlington reverse

Burlington Northern expects first quarter earnings to be well below the \$43.7m. or \$3.43 a share in the 1977 period, chairman Louis W. Menk told securities analysts. Reports from New York, but a 17 per cent increase is looked for in originated coal tonnage this year to about 60m. With the additional coal traffic, railroad operations should reflect increasing profitability.

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Doubled profits at Eczacibasi

Garanti expansion

In its negotiations on double taxation agreements with other countries. Besides, the ten per cent. tax yields good revenue.

The company said overseas sales rose 5.5 per cent. from a year earlier to \$295.54bn, or \$1.14 per share, from \$280.1bn, or \$1.07 per share, in 1997. American depository share (two common shares) to ¥70 from ¥68.50.

This improvement was attributed to higher returns from the group's 13 local shopping centres. The Shore Motel in Sydney and a full half-year's earnings from a shopping development in Con-

[illegible]

If a 38-ton ingot of white-hot steel is hurtling down a mill line 181 metres long at 2.6 metres per second, at what point does the operator wish he had a Sperry Univac computer?

Address _____



Making machines do more, so man can do more.

FARMING AND RAW MATERIALS

'Fair' to me trusts dear land

Byline: Moir

INSTITUTIONS have fairly blamed for rising prices, the Committee of Unit Trusts, claims in its annual report on agricultural land in 1977.

The Committee of Unit Trusts, which has been set up by institutions of over 25 per cent of the land changing hands in 1977.

Important, they purport to be, the price of land has not risen as much as the price of vacant land, which has been a proper farmer's property unit trusts also at "it is increasingly at the institutions will be main providers of a heavy taxation and protection regulations to militate against the and/or.

The trusts believe "are almost alone in a position to provide fixed equipment so to increase the productivity and profit.

Bacon report 'underplays' role of import subsidies

Byline: Christopher Parkes

THE BRITISH meat industry reacted frostily to yesterday's report from the Price Commission that U.K. bacon curers are "poorly organised and inefficient". The Bacon and Meat Manufacturers' Association felt that the Commission's report did not give the problems caused by monetary compensation amount to the industry's "prominence in the industry".

Mr. John Locke, director of the B.M.M.A., commented that it would be naive to assume that British curers would have "either the confidence or the ability to revitalize their industry while they were added with these subsidies".

And he felt the Commission had done less than credit to the improvements in the British industry over the past 10 years.

Urging the home industry to become more ambitious and competitive, the Commission calls for improved overall quality "to equal or surpass the Danish export."

Restrictions

The Commission appears to have satisfied itself fairly quickly that no-one is making excessive profits out of the bacon market, and suggests only monitoring price margins on the price leader, Danish.

However, it insists that it is in the interests of the consumer that a competitive market should be maintained.

"Decline in the share of the market held by U.K. producers must prejudice the development of effective competition and thus expose the U.K. shopper to risks of lower value for money, the report says.

"This decline will almost certainly continue unless vigorous action is taken to arrest it. In this context it would be inappropriate to recommend restriction of margins in bacon distribution. It could only be a temporary measure."

Report, price 70p, is available from HMSO

Soviet sugar needs assessed

Byline: Our Commodities Staff

RUSSIA MAY need to buy 1m tonnes of sugar on the world market this year, according to M. Maurice Varso, chairman of the French sugar company, Sucrerie de Denrées.

In an interview with World Commodity Report in Paris, M. Varso said Cuba was unlikely to ship more than the contracted amount of 2.5m tonnes to the Soviet Union. He said the forecast 7.5m tonnes Cuban crop was likely to be reduced by adverse weather and the Cuban desire to fulfil the requirements of the International Sugar Agreement.

ment would probably preclude extra shipments to Russia.

"It is important for them to do so and to be able, in five years, when a new Agreement will be discussed, to show that they were not too ambitious when they asked for such a large quota in Geneva."

M. Varso said the Russians were already buying in small amounts.

"The market is, for the time being, a little sleepy, partly because of anticipation of the Russian buying and partly because China is withdrawn from the market during the new year celebrations."

M. Varso said the Chinese had bought 500,000-600,000 tonnes of sugar on the world market since December and were likely to start buying again in the near future.

The Sucrerie de Denrées chairman did not think it would be a good idea for the EEC to reduce its sugar level in view of the current world surplus.

He said the threat of large stocks for export by the EEC had not materialised this year. Out of 3m tonnes about 2m had been sold. The 1m tonnes remaining, he said, was not enough to disturb the market. M. Varso claimed.

Indian sugar export plea

Byline: Our Own Correspondent

CALCUTTA, Feb. 21.

THE INDIAN sugar industry is expecting a record production of 5.5m tonnes this season (ending next April) has been pleading with the Government to allow some sugar exports at current production is much in excess of the normal domestic consumption at around 4m tonnes. India has been allowed a quota of 700,000 tonnes this year under the International Sugar Agreement, but the Government has refused to allow any exports because of depressed international prices.

In a memorandum to the central government the industry has pointed out that since export quotas allowed to individual producers are usually with reference to their past performance, India's claim to getting a substantial quota in future years would be adversely affected if export performance is allowed to suffer now. It also pleads for a longer sugar export policy since substantial capacity has already been created which in four years would take the total capacity to 7m tonnes. Present installed capacity is 5.4m tonnes but it will be increasing.

No platinum price rise planned

Byline: Johannesburg, Feb. 21.

IMPALA PLATINUM is not at present considering increasing its producer price of \$225 an ounce, Mr. Ian Greig, chairman, said yesterday.

Mr. Greig said Impala as a producer takes the view that the producer price must be moved as infrequently as possible.

He feels there is scope for the price to increase later in the year but not as things stand at present.

Mr. Greig added: "I am concerned about the sharpness of the rise in the market price because we do not see any corresponding underlying growth in real demand."

"Certainly we would be very nervous of pushing up our producer price until the whole market has consolidated, and the market has by no means of means consolidated."

At present the market has four different factors in mind. They are pressure on the dollar; broker estimates of a \$250 market price; the speculative shift into gold and other metals; and a curtailment of supply which the market tends to over-emphasise, he noted.

The curtailment of USSR supplies is very noticeable but it is difficult to determine whether this is a long-term hiccup, he pointed out.

Our Commodities Staff writes: London free market platinum prices eased yesterday to \$222.5 a tray ounce (120.10) compared with the four-year peak of \$225.5 (119.4) reached on Tuesday. The decline reflected profit-taking attributed to the decline in the price of gold, and the rise in the value of the dollar. But market sources claimed the downturn of the market remained firm.

HORTICULTURE CONFERENCE

Fruit import taxes under attack

Byline: Our Commodities Staff

as an international trading body, and they push up prices to the consumer," Mr. Jamison said.

The Common Agricultural Policy also failed to operate effectively in the internal market, he added. While it established rules demanding that only high-quality produce be marketed, it failed to follow through with any serious effort to sell the crops.

"It would be beneficial to all of us," he suggested, "if the Commission were to switch some expenditure from charges on sales promotion."

They had to find alternatives to "fossil" fuels, he said. This would inevitably mean that part of the industry would have to be moved. If it was unwilling or unable to move, then it would probably die, he said.

He suggested that waste heat from industry could be used. And he also assessed the potential value of solar energy, wind energy and geothermal energy to horticulture. More could also be done to cut down present levels of heat loss from glasshouses.

Mr. Sheard stressed that there was no need for panic action. "I hope the glasshouse industry will look at the development of its future. Now is the time to take action, not in 18 years when the problem is upon us," he said.

● The British Growers' Look Ahead Conference continues in Harrogate today and in tomorrow.

Playingthing

Mr. Jamison was bitterly critical of the EEC's system of reference or minimum import prices governing the fruit and vegetable trade with non-Community suppliers. There had been attempts to manipulate the system to impede tomato imports, and even now there was talk of changes which might result in further charges on purchases from abroad of peaches and grapes.

"The reference price system has become the playingthing of politicians," he charged, "and is often being used to protect the inefficient or uneconomic grower—to the detriment of the consumer and in the long run to the detriment of us all."

"The demand for unreasonable

Glasshouse advances can help farmers

Byline: A Correspondent

TECHNOLOGICAL advances in commercial horticulture in the U.K. during the past few decades have been at least as impressive as those in agriculture. Output of the industry has increased correspondingly, the estimated farmgate value of all products in 1977 totalling £704m.

Horticulture has one great advantage over agriculture, in that much of it is carried on in relatively small units in which most of the relevant factors can be controlled. Great advances have been made in the pre-germination of seed, precision seed sowing, humidity control, heating, ventilation, and control of pests and diseases. Some of these have eventually been passed on to farmers in open field cultivation.

Work at the National Vegetable Research Station, Wellesbourne, Warwickshire, and at

some of the experimental husbandry stations including the intensive production of seedlings in peat blocks in which both plant nutrients and herbicides can be incorporated.

Another development is known as fluid seed drilling, in which seed is incorporated in a gel to ensure adequate moisture, speedier germination, and good placement. The automation of peat-block techniques is particularly impressive, with machines available that can deliver seeded peat blocks at rates up to 40,000 an hour. Automatic planting of these will revolutionise field vegetable production. Problems arise in the handling of blocks as they come from the machines at high rates, but a promising development is the linear production of blocks in what is called the bandolier pattern.

Biological control of some of the most notorious pests is another striking advance, made necessary by any extension of resistance in red spider mites and white fly to chemical sprays and fumigants.

Biological techniques have improved greatly, thanks to work at the Glasshouse Crops Research Institute, the ADAS centre at Slarcross, Devon, and elsewhere.

Nutrient film technique, the new name for hydroponics, is also being increasingly employed. Some problems remain, however, and present use is mostly confined to the growing of tomatoes and cucumbers.

The likelihood of using waste heat from electricity generating stations is receiving some attention, but any extensive adoption of this would involve relocation of glasshouse enterprises. It is a theoretical prospect at present.

COMMODITY MARKET REPORTS AND PRICES

METALS				
LONDON METAL EXCHANGE				
High Grade	8905.15	-2.5	8902.65	-2.5
Low Grade	8905.15	-2.5	8902.65	-2.5
Standard	8905.15	-2.5	8902.65	-2.5
Three months	8905.15	-2.5	8902.65	-2.5
Six months	8905.15	-2.5	8902.65	-2.5
One year	8905.15	-2.5	8902.65	-2.5
Three months	8905.15	-2.5	8902.65	-2.5
Six months	8905.15	-2.5	8902.65	-2.5
One year	8905.15	-2.5	8902.65	-2.5
Three months	8905.15	-2.5	8902.65	-2.5
Six months	8905.15	-2.5	8902.65	-2.5
One year	8905.15	-2.5	8902.65	-2.5

Three month Silver 283.8-286.0
Lead, London SW10 0MS.

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S.T. Commodities Ltd

Ham House, 35 Seething Lane, London EC3N 4AF

PANY NOTICES

INQUE

UNILEVER LIMITED

NOTICE is hereby given that the 1977-78 financial year of Unilever Limited will close on 31st March 1978. The accounts for the year will be published in the form of a prospectus and will be available to the public on or after 1st April 1978.

PRICE CHANGES

WOOL FUTURES									
Prices per cwt. unless otherwise stated.									
LONDON—Turnover increased slightly but prices barely changed, reports Backe. Cleaner per kilo.									
Australians		Levellers		Greens		Lanes		Others	
Mar.	Apr.	Mar.	Apr.	Mar.	Apr.	Mar.	Apr.	Mar.	Apr.
83.05	83.05	83.05	83.05	83.05	83.05	83.05	83.05	83.05	83.05
84.40	84.40	84.40	84.40	84.40	84.40	84.40	84.40	84.40	84.40
85.60	85.60	85.60	85.60	85.60	85.60	85.60	85.60	85.60	85.60
86.80	86.80	86.80	86.80	86.80	86.80	86.80	86.80	86.80	86.80
88.00	88.00	88.00	88.00	88.00	88.00	88.00	88.00	88.00	88.00
89.20	89.20	89.20	89.20	89.20	89.20	89.20	89.20	89.20	89.20
90.40	90.40	90.40	90.40	90.40	90.40	90.40	90.40	90.40	90.40
91.60	91.60	91.60	91.60	91.60	91.60	91.60	91.60	91.60	91.60
92.80	92.80	92.80	92.80	92.80	92.80	92.80	92.80	92.80	92.80
94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00
95.20	95.20	95.20	95.20	95.20	95.20	95.20	95.20	95.20	95.20
96.40	96.40	96.40	96.40	96.40	96.40	96.40	96.40	96.40	96.40
97.60	97.60	97.60	97.60	97.60	97.60	97.60	97.60	97.60	97.60
98.80	98.80	98.80	98.80	98.80	98.80	98.80	98.80	98.80	98.80
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
101.20	101.20	101.20	101.20	101.20	101.20	101.20	101.20	101.20	101.20
102.40	102.40	102.40	102.40	102.40	102.40	102.40	102.40	102.40	102.40
103.60	103.60	103.60	103.60	103.60	103.60	103.60	103.60	103.60	103.60
104.80	104.80	104.80	104.80	104.80	104.80	104.80	104.80	104.80	104.80
106.00	106.00	106.00	106.00	106.00	106.00	106.00	106.00	106.00	106.00
107.20	107.20	107.20	107.20	107.20	107.20	107.20	107.20	107.20	107.20
108.40	108.40	108.40	108.40	108.40	108.40	108.40	108.40	108.40	108.40
109.60	109.60	109.60	109.60	109.60	109.60	109.60	109.60	109.60	109.60
110.80	110.80	110.80	110.80	110.80	110.80	110.80	110.80	110.80	110.80
112.00	112.00	112.00	112.00	112.00	112.00	112.00	112.00	112.00	112.00
113.20	113.20	113.20	113.20	113.20	113.20	113.20	113.20	113.20	113.20
114.40	114.40	114.40	114.40	114.40	114.40	114.40	114.40	114.40	114.40
115.60	115.60	115.60	115.60	115.60	115.60	115.60	115.60	115.60	115.60
116.80	116.80	116.80	116.80	116.80	116.80	116.80	116.80	116.80	116.80
118.00	118.00	118.00	118.00	118.00	118.00	118.00	118.00	118.00	118.00
119.20	119.20	119.20	119.20	119.20	119.20	119.20	119.20	119.20	119.20
120.40	120.40	120.40	120.40	120.40	120.40	120.40	120.40	120.40	120.40
121.60	121.60	121.60	121.60	121.60	121.60	121.60	121.60	121.60	121.60
122.80	122.80	122.80	122.80	122.80	122.80	122.80	122.80	122.80	122.80
124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00
125.20	125.20	125.20	125.20	125.20	125.20	125.20	125.20	125.20	125.20
126.40	126.40	126.40	126.40	126.40	126.40	126.40	126.40	126.40	126.40
127.60	127.60	127.60	127.60	127.60	127.60	127.60	127.60	127.60	127.60
128.80	128.80	128.80	128.80	128.80	128.80	128.80	128.80	128.80	128.80
130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00
131.20	131.20	131.20	131.20	131.20	131.20	131.20	131.20	131.20	131.20
132.40	132.40	132.40	132.40	132.40	132.40	132.40	132.40	132.40	132.40
133.60	133.60	133.60	133.60	133.60	133.60	133.60	133.60	133.60	133.60
134.80	134.80	134.80	134.80	134.80	134.80	134.80	134.80	134.80	134.80
136.00	136.00	136.00	136.00	136.00	136.00	136.00	136.00	136.00	136.00
137.20	137.20	137.20	137.20	137.20	137.20	137.20	137.20	137.20	137.20
138.40	138.40	138.40	138.40	138.40	138.40	138.40	138.40	138.40	138.40
139.60	139.60	139.60	139.60	139.60	139.60	139.60	139.60	139.60	139.60
140.80	140.80	140.80	140.80	140.80	140.80	140.80	140.80	140.80	140.80
142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00
143.20	143.20	143.20	143.20	143.20	143.20	143.20	143.20	143.20	143.20
144.40	144.40	144.40	144.40	144.40	144.40	144.40	144.40	144.40	144.40
145.60	145.60	145.60	145.60	145.60	145.60	145.60	145.60	145.60	145.60
146.80	146.80	146.80	146.80	146.80	146.80	146.80	146.80	146.80	146.80
148.00	148.00	148.00	148.00	148.00	148.00	148.00	148.00	148.00	148.00
149.20	149.20	149.20	149.20	149.20	149.20	149.20	149.20	149.20	149.20
150.40	150.40	150.40	150.40	150.40	150.40	150.40	150.40	150.40	150.40
151.60	151.60	151.60	151.60	151.60	151.60	151.60	151.60	151.60	151.60
152.80	152.80	152.80	152.80	152.80	152.80	152.80	152.80	152.80	152.80
154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00
155.20	155.20	155.20	155.20	155.20	155.20	155.20	155.20	155.20	155.20
156.40	156.40	156.40	156.40	156.40	156.40	156.40	156.40	156.40	156.40
157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60
158.80	158.80	158.80	158.80	158.80	158.80	158.80	158.80	158.80	158.80
160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00
161.20	161.20	161.20	161.20	161.20	161.20	161.20	161.20	161.20	161.20
162.40	162.40	162.40	162.40	162.40	162.40	162.40	162.40	162.40	162.40
163.60	163.60	163.60	163.60	163.60	163.60	163.60	163.60	163.60	163.60
164.80	164.80	164.80	164.80	164.80	164.80	164.80	164.80	164.80	164.80
166.00	166.00	166.00	166.00	166.00	166.00	166.00	166.00	166.00	166.00
167.20	167.20	167.20	167.20	167.20	167.20	167.20	167.20	167.20	167.20
168.40	168.40	168.40	168.40	168.40	168.40	168.40	168.40	168.40	168.40
169.60	169.60	169.60	169.60	169.60	169.60	169.60	169.60	169.60	169.60
170.80	170.80	170.80	170.80	170.80	170.80	170.80	170.80	170.80	170.80
172.00	172.00	172.00	172.00	172.00	172.00	172.00	172.00	172.00	172.00
173.20	173.20	173.20	173.20	173.20	173.20	173.20	173.20	173.20	173.20
174.40	174.40	174.40	174.40	174.40	174.40	174.40	174.40	174.40	174.40
175.60	175.60	175.60	175.60	175.60	175.60	175.60	175.60	175.60	175.60
176.80	176.80	176.80	176.80	176.80	176.80	176.80	176.80	176.80	176.80
178.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00	178.00
179.20	179.20	179.20	179.20	179.20	179.20	179.20	179.20	179.20	179.20
180.40	180.40	180.40	180.40	180.40	180.40	180.40	180.40	180.40	180.40
181.60	181.60	181.60	181.60	181.60	181.60	181.60	181.60	181.60	181.60
182.80	182.80	182.80	182.80	182.80	182.80	182.80	182.80	182.80	182.80
184.00	184.00	184.00	184.00	184.00	184.00	184.00	184.00	184.00	184.00
185.20	185.20	185.20	185.20	185.20	185.20	185.20	185.20	185.20	185.20
186.40	186.40	186.40	186.40	186.40	186.40	186.40	186.40	186.40	186.40
187.60	187.60	187.60	187.60	187.60	187.60	187.60	187.60	187.60	187.60
188.80	188.80	188.80	188.80	188.80	188.80	188.80	188.80	188.80	188.80
190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00	190.00
191.20	191.20	191.20	191.20	191.20	191.20	191.20	191.20	191.20	191.20
192.40	192.40	192.40	192.40	192.40	192.40	192.40	192.40	192.40	192.40
193.60	193.60	193.60	193.60	193.60	193.60	193.60	193.60	193.60	193.60
194.80	194.80	194.80	194.80	194.80	194.80	194.80	194.80	194.80	194.80
196.00	196.00	196.00	196.00	196.00	196.00	196.00	196.00	196.00	196.00
197.20	197.20	197.20	197.20	197.20	197.20	197.20	197.20	197.20	197.20
198.40	198.40	198.40	198.40	198.40	198.40	198.40	198.40	198.40	198.40
199.60	199.60	199.60	199.60	199.60	199.60	199.60	199.60	199.60	199.60
200.80	200.80	200.80	200.80	200.80	200.80	200.80	200.80	200.80	200.80
202.00	202.00	202.00	202.00	202.00	202.00	202.00	202.00	202.00	202.00
203.20	203.20	203.20	203.20	203.20	203.20	203.20	203.20	203.20	203.20
204.40	204.40	204.40	204.40	204.40	204.40	204.40	204.40	204.40	204.40
205.60	205.60	205.60	205.60	205.60	205.60	205.60	205.60	205.60	205.60
206.80	206.80	206.80	206.80	206.80	206.80	206.80	206.80	206.80	206.80
208.00	208.00	208.00	208.00	208.00	208.00	208.00	208.00	208.00	208.00
209.20	209.20	209.20	209.20	209.20	209.20	209.20	209.20	209.20	209.20
210.40	210.40	210.40	210.40	210.40	210.40	210.40	210.40	210.40	210.40
211.60	211.60	211.60	211.60	211.60	211.60	211.60	211.60	211.60	211.60
212.80	212.80								

FINANCIAL TIMES STOCK INDICES

and General S. de la Parra, president of the
 Shippings Commission, said that the
 Government was on a vague rumor
 that a private company had tried
 into financial difficulties and was
 seeking Government aid. Purchases
 of wheat, which was being sold
 at 10 cents per bushel, had been
 recently closed 13 cheaper at 27 1/2
 cents. The Government had been
 and Loss last 14 to a 1977-78
 of 304p. P. and O. Deferred gas
 up 3 at 10tp after a reasonable
 two-way business.

Textiles had the occasion
 and grain and the 2000. The
 hardened 11 to 35tp helped
 Press comment, while Sekers
 international was a penny firm
 at 23tp after news that the
 Government had changed from
 British Enkalon, however, eased
 to 11tp on the annual loss.

Greetermans "A" remained
 after in South African Industries
 and lost another 5 to a 1977-78
 of 105p.

Golds mark time

South African Golds failed to arouse much interest as the bullion price eased \$1 to \$181.25 per ounce. Shares opened on a quickly mixed 5330 to 5340 and then moved within narrow limits with the Gold Mines index 0.2 easier at 160.0.

U.S. interest in the afternoon was negligible and bearish pressure was barely changed. Mediums continued to attract selective local buying with Libanon again active and finalizing 5330. W. Gold Mines closed 9 firmer at a 1977/78 bid of 684p, while President Steinhilber sold to a 1977-78 high of 78p.

Among the more speculative marginals, Grosvonts fluctuated between 142p and a 1977/78 bid of 146p before closing at 147p, later for a net gain of 3. W. Nigeria was active at 142p, on balance at 62p, after 38p.

De Beers was a feature. South African-registered Financials: the shares were finally up at a 1977-78 bid of 515p. U.S. buying in the trade after touching 513p. Anglo American Investment Trust closed a point higher at 539p reflecting substantial holding in Be.

Other South African Financials to improve included "Amalgamated" which rose 1 to £145, and "Gold

On the other hand, American Corporation dipped some amount to 273p in front of tomorrow's interim results. A good two-way turnover was reported in Platinum which closed a shade easier on balance. The only notable change in Compu was the further fall of 4 in Meissas to a 1977/8 low of 78p. The recent strength of gold, bullion price was reflected in Gold Mines of Kulerite, which rose 2p to 1977/8 high of 22p in an otherwise neglected and Australian section.

FT—ACT

These indices are the joint work of the Financial Times and the London Stock Exchange.

EQUITY GROUPS

GROUPS & SUB-SECTIONS

Figures in parentheses show number of stocks per section

1	CAPITAL GOODS (77)
2	Building Materials (27)
3	Contracting, Construction (26)
4	Electricals (15)
5	Engineering Contractors (13)
6	Mechanical Engineering (73)
7	Metals and Metal Forming (17)
8	CONSUMER GOODS
11	DURABLES (53)
12	Li. Electronics, Radio TV (15)
13	Household Goods (12)
14	Motors and Distributors (28)
15	CONSUMER GOODS
21	NON-DURABLES (27)
22	Beverages (14)
23	Wines and Spirits (5)
24	Entertainment, Catering (16)
25	Food Manufacturing (22)
26	Food Retailing (16)
27	Newspapers, Publishing (13)
28	Printing and Paper (15)
34	Stores (28)
35	Textiles (35)
38	Tobaccos (3)
39	Toys and Games (7)
41	OTHER GROUPS (97)
42	Chemicals (25)
43	Pharmaceutical Products (7)
44	Office Equipment (6)
45	Shipping (10)
46	Miscellaneous (54)
49	INDUSTRIAL GROUP (499)
51	Oils (4)
59	50% SHARE INDEX
61	FINANCIAL GROUP (189)
62	Banks (6)
63	Discount Houses (10)
64	Hire Purchase (5)
65	Insurance (Life) (10)
66	Insurance (Compensation) (7)
67	Insurance Brokers (19)
68	Merchant Banks (14)
69	Property (21)
70	MISCELLANEOUS (7)
71	Investment Trusts (50)
81	Mining Finance (4)
91	Overseas Traders (19)
99	ALL-SHARE INDEX (673)

FIXED INTEREST PRICES

British Government	Ten. Feb. 21	100	100
1 Under 5 years	108.20	+	100
2 5-15 years	120.21	+	100
3 Over 15 years	126.98	+	100
4 Irredeemables	144.40	+	100
5 All stocks	117.87	+	100

† Reproducing yield. Highs and lows in parentheses. A new list of the constituent stocks of the FT-100 Index, published weekly, is available from the Financial Times, 100, Pall Mall, London, W.1. Price 15s. 6d. per copy.

NEW HIGHS AND LOWS FOR 1977/78	
<p>The following securities posted in the Share Investment Service yesterday attained new Highs and Lows for 1977/78.</p>	
NEW HIGHS (30)	
FOREIGN BONDS (1)	
Japan 4pc 10/20 ANKA (2)	
Commerzbank Banking	
Wilson COMMODITY	
Scottish TV A	
STOKES (2)	
Mannes LI	
Birmingham Pallet Tonking (N)	
Scarlatt Horn	
FOODS (1)	
K-sisal INDUSTRIALS (2)	
Securix Services Securix (A)	
Do. A-N-V NOTES (1)	
Flaxton's RETAILS (2)	
Bond St. Fabrics RETAILS (1)	
Gorett EXPORTS	
Cent. Aust. Imp. London & European	
Wichien ROBBERS (1)	
Plantation MILK (1)	
Grantham Grantham B'n	
Winkfield Conf. Mkt. Kalgoorlie	
Winkfield Conf. Mkt. Kalgoorlie	

INDICES		PAID INTEREST YIELDS		Tues. Feb. 21		Wed. Feb. 22	
		St. Govt. Av. Gross Red.					
1	Low	5 years	7.73	7.77			
2	Coupons	15 years	10.07	10.06			
3		25 years	10.29	10.52			
4	Medium	5 years	9.09	9.10			
5	Coupons	15 years	10.26	10.59			
6		25 years	11.15	11.17			
7	High	5 years	10.99	10.50			
8	Coupons	15 years	12.36	11.98			
9		25 years	12.82	12.16			
10	Irredeemables		10.29	10.11			

Tuesday, Feb. 21	Monday, Feb. 20	Friday, Feb. 17	Thursday, Feb. 16	Wed. Feb. 15	Tues. Feb. 14	Monday, Feb. 13	Sunday, Feb. 12
Index No.	Yield %						
61.27	12.12	61.26	61.20	61.21	61.26	61.75	61.29
57.08	12.83	57.08	57.18	57.08	57.08	57.03	57.10
77.27	11.70	77.22	77.10	77.15	77.02	77.24	77.44

Record, base rates and higher and consistent changes are published. This is available from the Publishers, the Financial Times, 10, Abchurch Lane, 22a.

leaders. British Home shed 3 to 178p. Mathercare 2 to 152p.

Awaiting developments on the bid, Henry Wigfall encountered another problem, reacting to 110p before recovering well to close only 4 down on balance at 234p: Comet Radiovision improved 3 to 113p. Elsewhere in the Electrical sector, leading issues to give a little ground included: Elex 10p, 253p; and Fluor Electrical, 2 lower at 350p. Decca remained on offer and gave up 5 more to 415p, with the 'A' similarly cheaper at 405p. Rotaflex, however, held steady at 51p following the results.

Interest in the stock market majors remained at a low ebb. GKN eased 2 to 277p after the previous day's late flurry of activity: news that the German Supreme Court had ruled against the Sachs group came out after market hours. Tubes drifted off to close a similar amount down at 368p. Elsewhere, F. R. Tompkins advanced 4 to 21p following the announcement that Mitchell Sommers had acquired a 21% per cent stake in the company. (The Bedford Engineering response) to the chairman's optimistic annual statement with a rise of 1½ to 64½, while Peter Brotherhood gained 3 to 118p despite the setback in the half-yearly profits of Johnson & Johnson.

At a penny cheaper 53p on further consideration of the company's decision to close its Typing and Stencil Division in Birmingham. Among recent takeover favourites Fitch Lovell and J. Bibby lost a piece at 66p and 205p respectively. Tate and Lyle, however, closed without alteration at 182½, following the full report on accounts.

Hotels and Caterers remained neglected with Ladbroke losing 1 to 177n. Against the trend, F&P edged forward ¼ to 90p in reply to the chairman's interim report.

BOC down

Miscellaneous Industrial leaders continued to drift lower in the trading. The chairman's warning that the group will not maintain the earnings growth of the previous year, after the BOC group had closed BOC International which shed 31 lower at 64½, after 63½. Reed International turned reactionary again, losing 3 to 106p, after 105p, on renewed nervousness ahead of next year's results. Anglo-Siam Chemicals, following a Canadian subsidiary's results, Glaxo, 537p, and Reckem, 620½ lost 8 and 5 respectively, while Royst shed 4 to 196n. Elsewhere Rockware stood out with a fall of 18 to 102p, after 107½, following its reports that the increase

while Stock Conversion, 242p, and Berkeley Hambro, 89p, lost 4 apiece. British Land eased a penny to 354p following the interim statement, but Aegis rose 1p to 145p with the rise of that much to 17p on the increased half-yearly dividend and revenue.

Oil leaders steady

British Petroleum edged up 1/2 pence to 756p in small trading, while Shell fluctuated narrowly before ending without alteration at 500p. Elsewhere, Oil Exploration met with a revived selling and reacted 1/2 p to 221p. Shell Transport also edged down at 286p, down 2, and Tricentrol gave up a like amount at 144p. Charterhall lost 1 1/2 to 221p.

Investments Trust had little to commend them. Western Canada Investment, a 635p, gave up 10 p of the previous day's rise of 15 which followed the agreed order from Scottish Eastern Investment, while losses of 5 were seen in California Investments, 223p, and Anglo Investments, 205p. Finance contributed a few firm spots. Lamont Holdings edged forward 2 1/2 to 191p following Press comment, while R. Kitchen Taylor, 74p, and London European, 18p, put on 2 apiece. On the other side, stock adviser Akros and Smithells lost 1/2 p to 135p.

Bank of Montreal, 197 1/2, advanced 5 to a 1977/78 high of 784p.

Among the more speculative minerals, Grootevlei fluctuated between 142p and a 1977/78 high of 146p before ending at the latter rate on the gain of 5. Wiger closed only a penny less on balance at 82p, after 38p.,

De Beers was a feature. South African-rented Flin Flak: the shares were finally up 1/2 p to 191p, following to U.S. buying in the trade after touching 315p. An American Investment Trust closed a point higher at 59 1/2 reflecting its substantial holding in De Beers.

Other South African Finance to improve included "Amsoke" which rose 1/2 to £161, and Sincor trust, which put on 2 to 191p.

On the other hand, Australian American Corporation dipped 1/2 p to 277 1/2 p, after a 1977/78 interim results.

A mood-two-way turner, as reported in Platinums, which closed a shade easier on balance.

The only notable change in Corners was the further fall of 4 to Messina to a 1977/78 low 78p.

The recent strength of 1/2 million price was reflected in Gold Mines of Kalgoorlie, which advanced 5 to a 1977/78 high of 72p in an otherwise neglected

President John F. Kennedy

AUTHORISED UNIT TRUSTS

OFFSHORE AND OVERSEAS FUNDS

[illegible]

Bank Ltd.	64 1/2	Hill Samuel & Co.	64 1/2
Irish Bank Ltd.	64 1/2	C. Hoare & Co.	64 1/2
un Express Bk.	64 1/2	Julian S. Hodge	71 1/2
Bank	64 1/2	Hongkong & Shanghai	64 1/2
ank Ltd.	64 1/2	Industrial Bk. of Scot.	64 1/2
Anglo-Sher.	64 1/2	Keyser-Ulmann	64 1/2
de Bilbao	64 1/2	Knowles & Co. Ltd.	64 1/2
Credit & Com.	64 1/2	London & Lancashire	64 1/2
f Cyprus	64 1/2	London & European	64 1/2
f N.S.W.	64 1/2	London Mercantile	64 1/2
Belge Ltd.	64 1/2	Midland Bank	64 1/2
du Rhone	7 1/2	Samuel Montagu	64 1/2
s Bank	64 1/2	Morgan Grenfell	64 1/2
Christie Ltd.	64 1/2	National Westminster	64 1/2
Holdings Ltd.	71 1/2	Parsons & Co. Genl. Trust	64 1/2
nk of Mid. East	64 1/2	P. S. Refson & Co.	64 1/2
Shipley	64 1/2	Rossminster Accepts	64 1/2
Permanent AFI	64 1/2	Royal Bk. Canada Trust	64 1/2
& C Fin. Ltd.	64 1/2	Schlesinger Limited	64 1/2
Ltd.	64 1/2	E. S. Schwab	64 1/2
Holdings	64 1/2	Shenley & Co. Ltd.	71 1/2
house Japhet	64 1/2	Shenley Trust	64 1/2
Coates	74 1/2	Standard Chartered	64 1/2
dated Credits	64 1/2	Trade Dev. Bank	64 1/2
ative Bank	64 1/2	Trustee Savings Bank	64 1/2
ian Securities	64 1/2	Twentieth Century Bk.	71 1/2
Lynsian	64 1/2	Union Bank of Kuwait	64 1/2
rupus Popular Bk.	64 1/2	Wheatley & Low	64 1/2
Lawrie	64 1/2	Williams & Glyn's	64 1/2
trust	64 1/2	Wylliebank Bank	64 1/2
Transcont	64 1/2		
ondon Secs.	64 1/2	Members of the Accorded Houses Committee.	
at Fin. Corp'n.	84 1/2	7-day deposits 3% 1-month deposits	8 1/2
at Secs. Ltd.	84 1/2	7-day deposits on sums of £10,000	3 1/2
Gibbs	64 1/2	and under 3% on £25,000 3 1/2	
and Security	64 1/2	Call deposits over £1,000 3 1/2	
ys Bank	64 1/2	Demanded deposits 4 1/2	
ys Mahon	64 1/2	Rate also applies to Sterling Int.	
ys Bank	64 1/2	Secs.	

Prizes do not include 5 Premium, except where indicated, and are in per cent unless otherwise stated. Yields % shown in last column allow for all other expenses. A Offer price include all expenses. B To-day's prices. C Yield based on offer price. D Estimated. E To-day's opening price. F Distribution free of U.S. taxes. G Periodic premium insurance plans. H Single premium insurance. I Offered price includes all expenses except agent's commission. J Offered price includes all expenses if sold through managers. K Previous day's price. L Net of tax on realized gains (units indicated by %). M Germany gross. N Surplus.

♦ Yield before Jersey tax. † Ex-substitution.

1 Royal Exchange Ave., London EC3V 3LU. Tel.: 01-283 1101	
Index Guide as at 21st February, 1978 (Base 100 at 14.1.77.)	
Clive Fixed Interest Capital	134.6
Clive Fixed Interest Income	131.45

† Property Growth	71%
Cannon Assurance	41%
† Vanbrugh Guaranteed	7.25%

† Address shown under Insurance and Property Bond Table.

British steel users attack Davignon plan

BY DAVID BUCHAN IN BRUSSELS AND JOHN LLOYD IN LONDON

STEEL USERS in Britain have protested to the European Commission over the effects of the scheme to safeguard community steel industries—the so-called Davignon Plan.

Their protest came as the Commission said the plan was to be modified to allow steel consumers throughout the EEC some leeway on contracts fixed before January 1, when guideline prices were raised by 5 per cent.

British steel users feel that the British Steel Corporation has been much further than required by the EEC in imposing restrictions on stockholders, which are then passed on in higher prices to the users.

The British version of the Davignon Plan, initiated by the corporation, asks stockholders to sell their steel on the basis of BSC list prices, plus a margin. It also proposes that they buy 85 per cent of their requirements from EEC producers.

The British Steel Consumers' Council, which represents both large and small users, has written

ten to Viscount Davignon, the EEC Industry Commissioner, claiming that this agreement contravenes Article 65 of the Treaty of Paris.

The council is also concerned that the BSC proposal covers all types of steel, whereas the Davignon Plan only specifies reinforcing bars, merchant bars and hot-rolled steel.

While a number of stockholders, particularly those specialising in stainless steels, have reservations about the BSC plan, it appears to be coming slowly into line.

A speech last week by Sir Charles Villiers, the BSC chairman, guaranteeing to supply stockholders even if BSC had to import steel, has done much to quieten their fears.

when the BSC proposals are fully implemented.

The Commission has told EEC steel users that they can buy steel at the old prices on pre-January 1 contracts. But if they are able to pass on extra costs to their customers, they have a "moral obligation" to buy from the steel producers at the higher prices.

Figures published by the International Iron and Steel Institute in Brussels yesterday showed that crude steel production in the EEC fell by 1.8 per cent last month compared to January, 1977, while world production rose by 2 per cent over the same period.

The biggest decrease was in the U.K., where steel production fell by 26 per cent. In the Netherlands it fell 17 per cent, and France by 2.1 per cent.

But EEC officials point to higher output in five other members States as evidence that the Davignon Plan is having some effect.

World Trade News, Page 3

Mid-East peace shuttle starts

BY DAVID LENNON

TEL AVIV, Feb. 21.

THE LATEST U.S. Middle East peace shuttle got under way today when Mr. Alfred Atherton, Assistant Secretary of State, held two meetings with Israeli leaders. But there was no indication that any progress had been made.

Mr. Atherton's renewed peace efforts came in the wake of a fierce row between Israel and the U.S. over Israel's settlement policy and the American decision to sell warplanes to Egypt and Saudi Arabia.

The apparent lack of progress today probably emphasises the tough talking which lies ahead. Because of this, Mr. Menachem Begin, Israeli Prime Minister, invited his inner cabinet, including his deputy Premier and the Ministers of Foreign Affairs and Defence, to take part in this evening's meeting.

Mr. Begin appears concerned to demonstrate to Mr. Atherton that his Cabinet is united in its position, and to dispel the impression that there are sharp differences within the Government over its policy in the peace negotiations.

The talks between Mr. Atherton and the Israeli leaders concentrated on reviewing the Israeli position on the troublesome Palestinian clause in the joint declaration of principles. Mr. Atherton is seeking a formula acceptable to both Egypt and Israel.

Mr. Atherton's talks this morning with Mr. Moshe Dayan, Israeli Foreign Minister, lasted two hours, as did his meeting this evening with Mr. Begin.

Mr. Atherton described the meeting as "friendly and frank". He said there has been no change in the Israeli position since his earlier shuttle and that he expected the present phase of negotiations "to go on for some time". No new American ideas were presented at this evening's meeting.

Earlier today, Mr. Begin notified President Carter that Mr. Dayan and Mr. Ezer Weizman, Israeli Defence Minister, would be accompanying him on his visit to Washington next month.

He explained that he wanted them to go as they were members of the Israeli team which negotiated with the Egyptians.

At a party meeting this evening, Mr. Yisrael Yudin, Israeli Deputy Premier, said that the continuation of the Israeli settlement programme in the occupied territories hampers Israel at this stage of negotiations.

Some party members said they would consider quitting the coalition if the Government decided to press ahead with its settlement programme.

Assad in Moscow, Page 5

Thatcher raps pay, price curbs

By Christian Tyler, Labour Editor

MRS. MARGARET THATCHER, leader of the Opposition, last night attacked the Government's direct control of pay and prices, and attempts to manage companies' investment through industrial strategy.

In a speech seen by Conservatives as a major statement of her economic philosophy, she declared that the next Conservative Government would restore company profitability and cut personal taxation.

Comparing Britain's productivity record with that of West Germany and Japan, she said it was "quite futile" to attempt to preserve jobs by making them uncompetitive.

"The only jobs preserved by British overmanpowering are German jobs or American jobs or Japanese jobs."

Mrs. Thatcher was returning to Conservative economic tenets after recent speeches on industrial relations, collective bargaining and immigration.

Speaking at an Engineering Employers Federation dinner in London, she said that profits appeared high on paper, but after inflation were too low for expansion and investment.

The Price Commission was taking millions of pounds out of profits and competition, not the Commission, is the best watchdog on prices.

Calling for changes in labour legislation, including the Employment Protection Act, she argued that rigid pay controls were hindering labour mobility.

"The only way to determine pay is through realistic, realistic collective bargaining, according to the circumstances and prospects of the company concerned and within the overall constraints of the money supply."

On investment, Mrs. Thatcher said that the industrial strategy had educational value but was not the recipe for better investment. Its failure was the belief that decisions were taken at the sector level.

Professor Donald Freshwater, head of chemical engineering at Loughborough University of Technology, accused the U.K. process plant industry of backwardness. It could not cope in its present shape with highly qualified graduates emerging from the universities.

While the Commission finds that bacon profits are too excessive, it recommends that the Department of Prices and Consumer Protection maintain a running check on margins on Danish imports.

Vacuum-packed bacon appears "appreciably more profitable" than loose rashers. Cost of vacuum-packing is put at 7p per pound.

British manufacturers have about 49 per cent of the market, slightly more than Denmark, but

much the biggest single deal available to the double-deck manufacturers, whose total annual home sales total about 2,000.

Confirmation of the order by London Transport was immediately hailed by the Midlands-based company as demonstrating that it had effectively wrested 50 per cent of the future double-deck market from Leyland.

The order had set the pattern for future double-deck purchases within Britain. Mr. Tony Sams, managing director of

EMI files new claim over scanner patent

BY DAVID FISLOCK, SCIENCE EDITOR

EMI'S LEGAL battles to defend its claims as the inventor of the EMI-Scanner, the first commercial version of a powerful new medical X-ray technique, entered a new phase yesterday when a second patent infringement suit was filed against one of its U.S. competitors.

The suit, filed in Cleveland, Ohio, alleged that six more of its patents—in addition to nine cited in 1976—had been infringed by Ohio-Nuclear.

Ohio-Nuclear, a subsidiary of Technicare Corporation, was one of its first two competitors in the new medical technology, launched six years ago.

EMI filed against the second of its initial competitors, Pfizer Medical Systems, last summer, but the action has been suspended pending the outcome of discussions between EMI and Pfizer.

But Dr. John Powell, EMI's chief executive, stressed yesterday the company's intention of fighting for royalties on what it believes to be a strong claim.

"We're determined to obtain recognition for our patents from the industry," he said.

Although a total of nearly 100 patents—including the key patents for the application of a mini-computer to X-ray diagnostics—have now been granted to EMI, no licence for

use of its technology has yet been granted by the company. The company has more than 385 patent applications pending in seven countries, among them the U.K., the U.S., France, Germany and Japan.

Its first patent applications on the new technology were filed in Germany and Japan in 1968, but neither country has yet granted a patent.

It was "an impossible situation" according to Dr. Powell. Patents were granted rather more quickly in North America, but the conduct of litigation against infringement was so slow that it gave defendants plenty of scope to delay the payment of royalties, he said.

EMI also faces the problem that some of the later entries into the market for computerised axial tomography (CAT) scanning are much bigger companies, among them U.S. General Electric and Siemens and Philips in Europe.

More than 700 EMI-Scanners of various types have been installed so far, in about 30 different countries.

The company still claims to be market leader, with over 50 per cent of the world market.

But competition has grown steadily and it now comes from a dozen competitors from the U.S., Japan and West Europe, all apparently undeterred by the wide scope of the patents EMI has applied for.

Cadbury Schweppes U.S. expansion bid

BY STEWART FLEMING

NEW YORK, Feb. 21.

CADBURY SCHWEPES, the British chocolate and soft drinks company, is planning a major expansion of its U.S. operations through the acquisition of Peter Paul, the U.S. confectionery and "candy" manufacturer.

The two companies today announced an agreement on a proposal to merge their operations, with Cadbury Schweppes offering \$27.50 in cash, or a total of about \$58m, for the U.S. company.

Peter Paul is listed on the New York Stock Exchange and is intended to put the merger proposal to its 13,000 shareholders.

The company's products include milk chocolate moulds, caramels and York peppermint patties. It had sales in its 1977 financial year of \$100m, and net profits of \$4.6m (\$2.19 a share). Of this, however, \$13m, or 63 cents a share, was an extraordinary tax credit.

The company, which has about 1,100 employees, has plants in Connecticut, California, Illinois and Pennsylvania, and distributes its products nationally.

Over the past three years earnings have been stagnant around the \$33m mark, although some analysts are expecting 1978 to be a good one for the company, reflecting its aggressive marketing campaign as well as some decline in the price of cocoa.

Cadbury Schweppes already

has a base in the U.S. Its chocolate products are sold in stores in the North-East.

In a separate development, the leading British toy maker, Dunlop-Combs-Mark, announced that it had completed the acquisition of Aurora Products, a toy and hobby manufacturing subsidiary of Nabisco, the big U.S. foods producer.

It was announced last autumn that negotiations were under way. Aurora had sales in 1977 of \$45m, and incurred a loss of 82m. The company has manufacturing facilities in California, New Jersey and Long Island. Among its best known products are toy racing cars.

No indication was given in the announcement of the price being paid to Nabisco for the assets.

Margaret Reid wrote: In 1976, the last year for which accounts are available, Cadbury Schweppes had \$71m—9 per cent of its total turnover of \$787m—in North America.

In his annual statement last March Sir Adrian Cadbury, the chairman, said that there, as in Europe, the main marketing objective was better use of assets, such as the Schweppes name.

Cadbury confectionery and Schweppes drinks have strong brand positions in important product and territorial sectors of their respective markets. Investment would be required, particularly in marketing.

Bitter blow for Guest Keen

THE LEX COLUMN

Yesterday's German Court ruling against the bid for Sachs came as a bitter blow to GKN. The group now has a month in which to decide whether to appeal to the Federal Economic Ministry. As things stand, a fundamental part of its strategy in recent years has been placed in jeopardy.

Control of Sachs would have brought a decisive switch in GKN's centre of gravity towards West Germany—where the vehicle market is more than twice as big as in the U.K. Taken with its existing Uni-Cardan interests, the trading surplus from GKN's German companies might have totalled, say, £50m, or well over half its surplus on automotive products.

Moreover the purchase price which was agreed just over two years ago now looks extremely attractive. GKN was to pay DM330m, for 75 per cent of a business with disclosed after-tax profits of under DM35m in 1974.

By 1976 earnings were up to over DM50m, a figure which might well have been a good bit higher under U.K. accounting practices, and Sachs has subsequently disclosed that its sales volume rose by about 15 per cent in the first eight months of last year.

There is no doubt that GKN and the stock market were expecting a different verdict, and the shares will be vulnerable this morning. They have been firm in the weeks leading up to the Court ruling, and on some estimates full consolidation of Sachs would have added over a tenth to earnings per share.

For the moment, Sachs remains no more than an associate (GKN bought a near 25 holding in 1976).

However it would be wrong to overdo the gloom. The shares were very weak through the latter half of 1977 and are already discounting a profits decline from £9m, to £7m, or a bit more for the year, before tax and after special depreciation. Some analysts are now projecting a full recovery in 1978, and there are signs that GKN is making a big effort to improve the returns on some of its general engineering activities. Meanwhile the yield is 8 1/2 per cent.

Next week a top executive team of BOC International will be heading for the U.S. to prepare for the latest legal battle over Alroco. The most important of four actions pending is Alroco's own suit against BOC.

Local authorities

Yesterday saw the issue of another small batch of local authority variable rate bonds. The balance sheet will look a lot better, it is thought, than the one which was issued in March 1977. The negotiable bond market for local authorities is now around £140m, or the negotiable bond market for local authorities is now around £140m, or the negotiable bond market for local authorities is now around £140m.

BOC Intl.

Next week a top executive team of BOC International will be heading for the U.S. to prepare for the latest legal battle over Alroco. The most important of four actions pending is Alroco's own suit against BOC.

Weather

RAIN in far S.W. spreading to S. half of England and Wales. Other areas cloudy with occasional rain. Hill fog.

London: E. Anglia, Midlands, Wales, S.E. Cent. S. England. Dry at first; some fog. Rain, heavy at times with hill fog, spreading from S.W. Max: 6C (43F).

S. N.E., Cent. N. England, Lakes, Borders, S.W. Scotland, Glasgow, Argyll.

Cloudy, occasional rain; some snow and fog on higher ground. Max: 3C (37F).

Channel Is., S.W. England. Cloudy; periods of rain, heavy at times. Hill fog. Perhaps gales in places. Max: 9C (48F).

N.W. England, I. of Man, N. Ireland. Cloudy, occasional rain; hill fog. Max: 5C (41F).

Outlook: Rain in S., sleet or snow in N.

BUSINESS CENTRES			
	Y day	Y day	Y day
	Monday	Tuesday	Wednesday
Amsterdam	C 10	C 10	C 10
Antwerp	C 10	C 10	C 10
Bahia	C 10	C 10	C 10
Bombay	C 10	C 10	C 10
Buenos Aires	C 10	C 10	C 10
Calcutta	C 10	C 10	C 10
Canton	C 10	C 10	C 10
Cebu	C 10	C 10	C 10
Hankow	C 10	C 10	C 10
Hong Kong	C 10	C 10	C 10
Kobe	C 10	C 10	C 10
London	C 10	C 10	C 10
Lyons	C 10	C 10	C 10
Manila	C 10	C 10	C 10
Medan	C 10	C 10	C 10
Osaka	C 10	C 10	C 10
Paris	C 10	C 10	C 10
Shanghai	C 10	C 10	C 10
Singapore	C 10	C 10	C 10
Sourabaya	C 10	C 10	C 10
Tokyo	C 10	C 10	C 10
Yokohama	C 10	C 10	C 10

HOLIDAY RESORTS			
	Y day	Y day	Y day
	Monday	Tuesday	Wednesday
Algarve	C 10	C 10	C 10
Amalfi	C 10	C 10	C 10
Antibes	C 10	C 10	C 10
Barcelona	C 10	C 10	C 10
Batumi	C 10	C 10	C 10
Bombay	C 10	C 10	C 10
Buenos Aires	C 10	C 10	C 10
Calcutta	C 10	C 10	C 10
Canton	C 10	C 10	C 10
Cebu	C 10	C 10	C 10
Hankow	C 10	C 10	C 10
Hong Kong	C 10	C 10	C 10
Kobe	C 10	C 10	C 10
London	C 10	C 10	C 10
Lyons	C 10	C 10	C 10
Manila	C 10	C 10	C 10
Medan	C 10	C 10	C 10
Osaka	C 10	C 10	C 10
Paris	C 10	C 10	C 10
Shanghai	C 10	C 10	C 10
Singapore	C 10	C 10	C 10
Sourabaya	C 10	C 10	C 10
Tokyo	C 10	C 10	C 10
Yokohama	C 10	C 10	C 10

Shortage of engineers blamed on schools

BY CHRISTOPHER DUNN

INDUSTRY is being hit by a "chronic" shortage of engineers, Mr. Roger Kingston, chairman of Newell Dunford Engineering and vice-chairman of the Process Plant Association, told a London conference yesterday.

Even with the present low levels of activity certain types of engineer were very difficult to obtain. In London alone, more than 1,000 draughtsmen were needed to meet engineering contractors' present commitments, a recent survey had shown.

Not enough skilled people were being produced. Industry, particularly manufacturers of process plant for the chemical, oil, steel and similar sectors, had limited appeal for school leavers.

He blamed the lack of communication between industry, schools and universities and added that he did not believe

education had industry in mind when teaching young people.

A similar warning was issued to the conference, organised by the Process Plant Association, by Sir Iwan Muddock, secretary of the British Association for the Advancement of Science.

The shortage of technician engineers was critical, he said. Industry lacked the kind of man who had learnt his trade, then topped up with retraining throughout his career. Retraining was almost a dirty word in the U.K.

Professor Donald Freshwater, head of chemical engineering at Loughborough University of Technology, accused the U.K. process plant industry of backwardness. It could not cope in its present shape with highly qualified graduates emerging from the universities.

Continued from Page 1 Beaverbrook plan

desert the Standard and give their support exclusively to the News.

Mr. Wintour opened with a salvo against the News' declining fortunes.

"Between Fleet Street and the River Thames lies the most distressed area in the newspaper industry. It is called the Evening News—a newspaper which is losing money on a colossal scale," he said.

He suggested that losses could amount to £6m a year, and said that the circulation of the News had fallen from a peak of 1.5m, a day some years ago.

The last published figure for July to December was 551,000, compared with the Standard's 398,000.

After trying to hire Evening Standard staff to make the News look like its rival, Mr. Wintour said the News was making a last desperate effort to survive.

The Evening Standard by selling a larger share of the evening newspaper advertising market through rate-cutting on a month-month scale.

"Evidence has now been received by the Evening Standard that the activities of the Evening News in this respect go far beyond acceptable commercial competition. For the Evening News is in effect offering such large discounts to advertisers if they advertise in the Evening News, rather than in the Evening Standard, that outside observers may consider it tantamount to bribery."

In some cases, he says, important advertisers have been offered rates of less than a third of the published rate.

Mr. David Peck, joint executive director of the Evening News, admitted that cut rates were offered, but said this was the practice of the Evening Standard also.

He said: "Mr. Wintour has made a hysterical outburst, which in my opinion must be a scream of pain."

The News was prepared to negotiate lower rates for advertisers who placed a large volume of business with it, but this was normal commercial practice.

Call for check on bacon imports

BY CHRISTOPHER PARKES

THE BACON industry is condemned as "poorly organised and inefficient" in a report from the Price Commission yesterday.

Curers and distributors are warned that they must change their ways if they are not to lose even more of their market to the Danes. Denmark has 42 per cent of the £700m-a-year U.K. bacon market.

While the Commission finds that bacon profits are too excessive, it recommends that the Department of Prices and Consumer Protection maintain a running check on margins on Danish imports.

Vacuum-packed bacon appears "appreciably more profitable" than loose rashers. Cost of vacuum-packing is put at 7p per pound.

British manufacturers have about 49 per cent of the market, slightly more than Denmark, but

much the biggest single deal available to the double-deck manufacturers, whose total annual home sales total about 2,000.

Confirmation of the order by London Transport was immediately hailed by the Midlands-based company as demonstrating that it had effectively wrested 50 per cent of the future double-deck market from Leyland.

The order had set the pattern for future double-deck purchases within Britain. Mr. Tony Sams, managing director of

the Danes have a controlling influence in that they set the price pattern for bacon at a weekly meeting in London and have mounted a campaign to increase their market share in the next few years.

Prices, Costs and Margins in the Importation and Distribution of Bacon No 70p.

Tea talks
Elinor Goodman writes: Tea company representatives are to meet officials of the Department of Prices in the next 48 hours to thrash out the Price Commission's recommendation that prices should be reduced immediately.

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London buses blow to Leyland

BY IAN HARGREAVES, TRANSPORT CORRESPONDENT

BRITISH LEYLAND suffered a major blow in another of its traditional markets yesterday when the news that London Transport is to place a large slice of its latest double-deck bus order with Metro-Cammell Weyman, the Midlands-based Leyland group subsidiary.

The order is for 350 vehicles, 150 of them the Metro-Cammell Weyman Metrobus, and 200 of them the Leyland Titan.

Together with orders earlier this year for 50 of each vehicle it is worth £17m, and forms

much the biggest single deal available to the double-deck manufacturers, whose total annual home sales total about 2,000.